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NASA CORRESPONDENCE STANDARDS

PREFACE

Effective Date: January 1, 1992

It is with great pleasure that I forward to you a substantially revised edition of NASA Correspondence Standards, NHB 1450.10. This new Handbook is our most recent step in a continuing effort to improve NASA correspondence. It provides a concise, thorough source of information for the drafting, preparation, and review of correspondence.

Several sections of the revised Handbook are particularly noteworthy. Section B of Chapter 1, entitled "Natural Writing," provides a primer on how to write in an organized, natural, compact, and active manner. It is complemented by appendixes covering correspondence formats, capitalization, and compound words. The new Handbook incorporates a chapter of increasing importance--correspondence by electronic means.

Additional information, beyond that contained in the new Handbook, can be found in the following basic reference guides. These are, in order of precedence:

1. Government Printing Office Style Manual, 1984 Edition
2. Webster's Third International Dictionary
3. The Gregg Reference Manual
4. Roget's Thesaurus
5. Government Printing Office Word Division Book

Please keep in mind that this is your Handbook. It should serve as an up-to-date, ready reference for NASA correspondence. If you have a question or a suggested improvement to this Handbook, please forward it to the NASA Executive Officer. The Handbook is being issued in looseleaf form to allow for such updates to be easily incorporated.

Each piece of NASA correspondence should embody the quality expected of the nation's premier high technology organization. Let's keep on working to make NASA correspondence the standard for comparison.

NHB 1450.10A, dated September 1978, is canceled.

Richard H. Truly
Administrator

Distribution:
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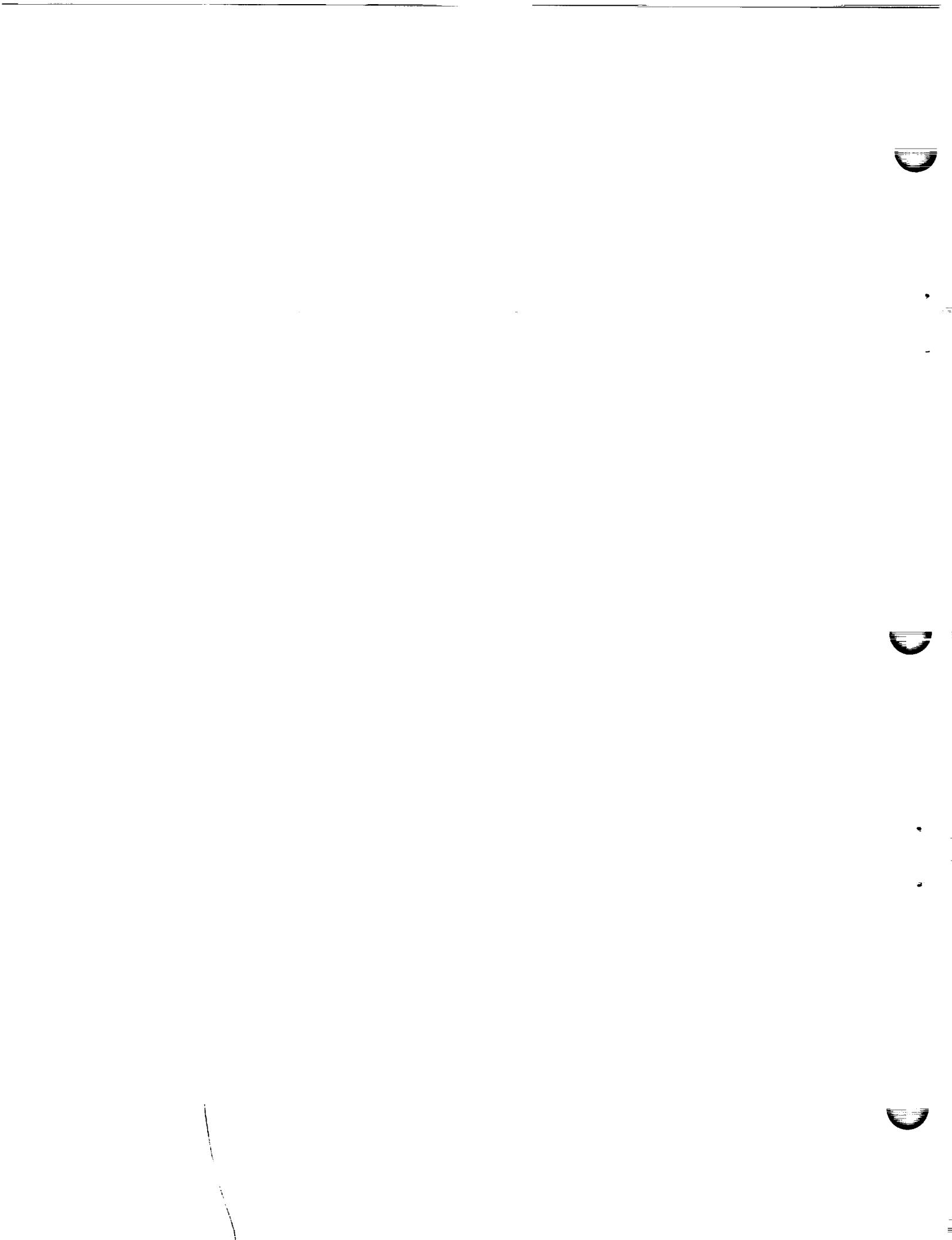
CHAPTER 1: NASA WRITING STANDARDS

Though correspondence formats are important, writing quality is more important. For that reason, this Handbook begins with a chapter on how to make writing organized, natural, compact, and active.

SECTION A: ORGANIZED WRITING

Your writing should follow the newspaper pattern. Open with the most important information and taper off to the least important. Avoid mere chronology.

1.   **Start Fast, Explain as Necessary, Then Stop**

    a.   When you write a letter, think about the one sentence you would keep if you could keep only one. Many letters are short and simple enough to have such a key sentence. It should appear by the end of the first paragraph. The strongest letter highlights the main point in a one-sentence paragraph at the very beginning. Put requests before justifications, answers before explanations, conclusions before discussions, summaries before details, and the general before the specific.

    b.   Sometimes, as in a complex proposal or a reply to various questions, you may have many key points. They would overload the first paragraph if you tried to put them all there. In these cases, start with a general statement of purpose, much as directives do.

    c.   Here are some good beginnings:

> *The Engineering Department was inspected on January 24, 1991. Its overall performance was satisfactory. Special-interest areas were satisfactory.*

An earlier version of the inspection report buried the information of greatest interest to readers--the results--on the second page. It opened with references, the inspection's scope, and detailed findings. By the way, inspection reports and other documents whose topics vary widely are especially suited to headings. They allow readers to see the structure at a glance.

* * * * *

> *We request authorization to hire a full-time clerk typist or reassign someone from the word processing center.*

> *In January 1991, our typing workload increased because ....*

A less experienced writer might have combined the two sample paragraphs in the preceding example. Worse, he or she might have started with the second paragraph and delayed the request for authorization until the bitter end. Remember to keep your first paragraphs short, to use one-sentence paragraphs occasionally for special emphasis, and to avoid mere chronology.

* * * * *

This memorandum summarizes how we are planning the first step toward your goal of reorganizing the Personnel Department.

The memorandum developed a series of complex points that would have come too fast if they had appeared in the top paragraph, so the writer wisely began with a general statement of purpose. Should he or she have begun, "The purpose of this memorandum is to summarize ...?" Strictly speaking, the added words are unnecessary, but they leave no doubt that a key idea is about to follow.

* * * * *

We're moving toward a more modern style of writing in the Government, and I want the National Aeronautics and Space Administration to get there first. You'll find that style amply illustrated in the next presentations of the Government Writing Course. Please try to attend if you haven't already, and urge your people to do the same.

The Administrator might have begun with details about dates, times, and places for the writing course. However, readers might have yawned and put the letter aside before getting to his or her endorsement of the program. The first paragraph was uncommonly personal so that senior NASA officials would give the letter special attention.

* * * * *

Mr. John Smith did a superb job during the Voyager Encounter.

This is the first sentence of a thank you letter to Smith's supervisor. Notice that it avoids a slow buildup. The second paragraph described Smith's long hours, careful planning, and indepth review. The last paragraph reads, "Please thank Mr. Smith for all his extra effort." This three-paragraph formula will keep your thank you letters short, detailed, and focused on the person being praised.

d.   Delay your main point to soften bad news, for example, or to introduce a controversial proposal. However, don't delay routinely. Readers, like

listeners, are put off by people who take forever to get to the point. In most cases, plunge right in.

e. To end most letters, just stop. When writing to persuade rather than just to inform, you may want to end strongly--with a forecast, appeal, or implication. When feelings are involved, you may want to exit gracefully--with an expression of good will. When in doubt, offer your help or the name of a contact.

2. Downplay References

a. <u>Avoid unnecessary or complicated references</u>. Reading slows with every glance from the text to the reference line. Many letters need no references at all, while others are complete with a reference to only the latest communication in a series.

b. When you respond to an earlier communication, subordinate it to your main point. Don't waste the opening--the strongest place in a letter--by merely summarizing a reference or saying you received or reviewed something.

> *Ex:* *This is in reply to your conversation with Dr. Jones on August 1 wherein you requested a copy of the Program Operating Plan (POP). A copy of the POP is enclosed.*
>
> *Enclosed is the Program Operating Plan you requested from Dr. Jones on August 1. (preferred)*

c. Be sure to mention in the text any reference cited in the reference line.

3. Use Short Paragraphs

a. Long paragraphs swamp ideas. Cover one topic completely before starting another, and let a topic take several paragraphs if necessary. Keep paragraphs short, roughly four or five sentences. Long paragraphs will divide where your thinking takes a turn. By adding white space, you make reading easier.

b. Short paragraphs are especially important at the start of letters. Long first paragraphs discourage reading.

c. Call attention to lists of items or instructions by displaying them in subparagraphs. But don't use so many levels of subparagraphs that the writing becomes hard to follow.

d. Now and then use a one-sentence paragraph to highlight an important idea.

4. Take Advantage of Topic Sentences

a. A paragraph may need a topic sentence--a main point explained by the rest of the paragraph. Then again, it may not. The decision to use a topic sentence is among a writer's many judgment calls. A short paragraph announcing the time, place,

and agenda of a meeting might begin with, "Here are details about the meeting." Yet such a topic sentence is probably unnecessary, for readers can follow the writer's thinking without it.

b. The topic sentence of a paragraph is like the main point of a letter; both give general statements that are developed later. However, a short and simple letter that could be written as one unbroken paragraph should still be divided for ease of reading. Be alert to the advantage of topic sentences because they help shape masses of information. Without them, some paragraphs make readers shrug and say, "So?"

5. Write Disciplined Sentences

a. So far, this section on organized writing has talked about structuring letters and paragraphs so they call attention to important ideas. Now here are a few important ways to avoid sentences that mumble: place less emphasis on minor ideas, place ideas deliberately, use more parallelism, and try some minisentences.

b. Place less emphasis on minor ideas. Besides clarifying the relationship between ideas, placing minor ideas in a position of less emphasis prevents the overuse of "and," the weakest of all conjunctions.

Ex: *The revised housing allowance tables, which have been*
mailed to all pay offices, are effective October 1, 1991.
(stresses date)

The revised housing allowance tables, which are effective
October 1, 1991, have been mailed to all pay offices.
(stresses mailing)

c. Place ideas deliberately. Start and finish a sentence any way you like, but keep in mind that ideas gain emphasis when they appear at either end. Placing an idea in the middle mutes the idea.

Ex: *It has been determined that moving the computer as shown*
in Enclosure 1 would allow room for another cabinet to be
installed. ("moving the computer" muted)

Moving the computer as shown in Enclosure 1 would allow room
for another cabinet. ("moving the computer" stressed)

Ex: *I would like to congratulate you on your selection as our Employee*
of the Month for December. (congratulations muted)

Congratulations on your selection as our December
Employee of the Month. (congratulations stressed)

Ex: *We may have to retire the vehicles <u>faster</u> if more major*
structural problems arise.   (faster retirement muted)

If more major structural problems arise, we may have to
retire the vehicles <u>faster</u>.   (faster retirement stressed)

d.   Use more parallelism. Look for opportunities to arrange two or more equally important ideas so they look equal. Parallelism saves words, clarifies ideas, and provides balance. Go by the first words of the series; all should use the same part of speech (verbs in the previous sentence).

Ex: *Their position is that the symposium is a forum for the*
dissemination of information and is not intended to
establish standards.

Their position is that the symposium is a forum for
<u>sharing</u> information and not for <u>setting</u> standards.
(concise, ideas balanced)

Ex: *Effective October 1, 1991, addressees will be required to*
utilize the cost accounts contained in Enclosure 1.
Addressees will cease reporting against cost accounts A12,
B34, and C45.

On October 1, <u>start</u> using the cost accounts in Enclosure 1
and <u>stop</u> using cost accounts A12, B34, and C45. (concise,
ideas balanced)

e.   Try some minisentences. An occasional sentence of six words or fewer slows down readers and emphasizes ideas. The principle is illustrated in this next example:

Ex: *I can get more information if each of you gives me less.*
Here's why. In a week, about 50 staff actions show up in
my in-box. I could handle that in a week if all I did was
work the in-box. Yet 70 percent of my time goes not to the
in-box but to briefings. I could handle that dilemma, too--
by listening to briefings and thinking about staff papers at
the same time. I don't.

SECTION B: NATURAL WRITING

1. Speak on Paper

a. Make your writing as formal or informal as the situation requires, but do so with language you might use in speaking. Because readers _hear_ writing, the most readable writing sounds like people talking to people.

b. To make your writing more like speaking, begin by imagining your reader is sitting across from your desk. When writing to many different people but none in particular, picture one typical reader. Then write with personal pronouns, everyday words, and short sentences--the best of speaking.

2. Use Personal Pronouns

a. Though you needn't go out of your way to use personal pronouns, you mustn't go out of your way to avoid them. Avoiding natural references to people is false modesty. Follow these principles:

   (1) Speak of your Agency, office, or group as _we, us, our_. These words are no more exact or inexact than the vague _it_. They are merely conventions of modern writing that prevent much roundabout language.

   (2) Use _you_, stated or implied, to refer to the reader.

   (3) Use _I, me, my_, less often, especially in correspondence signed by the Administrator, and then only to show special concern or warmth.

b. Multiplied across an entire letter, roundabout sentences like those in the examples below do severe damage. Ordinary English is shorter, clearer, and just as official:

   Ex: _It is necessary that the material be received in this office by June 10, 1991._

   We need the material by June 10, 1991. (concise, clearer)

   The material must reach us by June 10, 1991. (concise, clearer)

   Ex: _Conceivably, funding constraints for FY 1992 will exceed in severity the financial scarcities of FY 1991._

   We may have less money to work with in FY 1992 than in FY 1991. (concise, clearer)

c. It is and this Agency complicate the next example. They force readers to put back the pronouns the writer took out. To make matters worse, the first it is refers to the reader, while the second refers to the sender.

> Ex: If it is desired that NASA employees be allowed to compete
> for positions on the softball team, this Agency would be
> happy to establish and manage team tryouts. It is
> recommended that tryouts be conducted soon to ensure ....
>
> If you allow NASA employees to compete for positions on
> the softball team, we would be happy to establish and
> manage the tryouts. We recommend that tryouts start soon
> to ensure ....   (preferred)

d. Can you overdo personal pronouns? You can use so many pronouns that you obscure the subject, and no number of them will overcome confused thinking. Besides, some subjects don't lend themselves to pronouns. The description of a Space Shuttle's structure, for example, isn't likely to include people. Also, criticism hurts fewer feelings if delivered impersonally. "Nothing has been done" avoids the direct attack of "You have done nothing."

e. If we or I opens more than two sentences in a row, the writing becomes monotonous and may suggest self-centeredness. Sometimes a single sentence can call too much attention to the sender: "I would like to extend my congratulations for a job well done." Praise should stress the reader: "Congratulations on the fine job you did."

f. Stressing the reader's interests is a matter of attitude more than pronouns, but pronouns contribute. "The help you receive" suggests more concern for readers than "the help we provide." By being sensitive to the difference, you are more likely to meet your reader's needs.

3. **Talk to One Reader When Writing to Many**

a. Take special care when writing to many addressees but none of them in particular. Talk directly to a typical group of readers or, better, one typical reader. Use you and your, stated or implied. Only one person reads your writing at any one time, so the most readable writing speaks directly to one reader.

> Ex: All addressees are requested to provide inputs of desired
> course content.
>
> Please send us your recommendations for course content.
> (clearer, more direct)

Ex: *It is requested that* <u>all personnel</u> *planning to take leave in December fill in the enclosed schedule.*

If <u>you</u> *plan to take leave in December, fill in the enclosed schedule.   (clearer, more direct)*

b.   When you write directives, look for opportunities to talk directly to a user. Procedures, checklists, or other how-to instructions lend themselves to this approach. Imagine someone has walked up to you and asked what to do. The following example is from a notice that repeated <u>the administrative officer</u> dozens of times:

Ex: <u>*The administrative officer*</u> *will verify that security responsibilities have been completed by putting* <u>his or her</u> *initials in the checklist.*

When <u>you</u> *complete the inspection, initial the checklist. (concise, more direct)*

The sentences that give directions lead with verbs: <u>you</u> is simply implied. This direct approach requires imagination more than technical skill. Think of writing not as words on a page but as speaking from a distance.

4.   **Use Some Contractions**

a.   Contractions are appropriate in less formal writing situations. They link pronouns with verbs (<u>we'd, I'll, you're</u>) and make verbs negative (<u>don't, can't, won't</u>).

b.   If you are comfortable with contractions, your writing is likely to read easily, for you will be speaking on paper.

c.   If contractions seem out of place, you may need to deflate the rest of what you say. In the next sentence, something has to go, either the opening contraction or the inflated language that follows:

It's incumbent upon all personnel to effect energy savings.

Written naturally, the sentence might read:

It's your job to save energy.

5.   **Keep Sentences Short**

a.   For variety, mix long sentences and short ones, but average under 20 words. Though short sentences won't guarantee clarity, they are usually less confusing than long ones. You needn't count every word. Try the eye test: average under

two typed lines. Or try the ear test: read your writing aloud and break up most of the sentences that don't end in one breath.

b. Break long sentences into manageable units. Omit needless words and ideas.

> *Ex: It is requested that attendees be divided between the two briefing dates with the understanding that any necessary final adjustments will be made by the Human Resources Division to facilitate equitable distribution. (32 words)*
>
> *It is requested that attendees be divided between the two briefing dates. Any necessary final adjustments will be made by the Human Resources Division to facilitate equitable distribution. (12, 16 words)*
>
> *Send half your people on one day and half on the other. The Human Resources Division will make final adjustments. (12, 8 words)*

6. Ask More Questions

a. A request gains emphasis when it ends with a question mark.

b. Look for opportunities to reach out to your reader:

> *Ex: Request this office be notified as to whether the conference has been rescheduled.*
>
> *Has the conference been rescheduled? (preferred)*
>
> *Ex: In an effort to improve the cost of office copier operation, it is requested your firm complete the enclosed form relating to office copiers which you would propose to rent/ lease.*
>
> *Would you let us know on the enclosed form what you charge to rent or lease your copiers? (preferred)*

7. Tone

a. Tone--a writer's attitude toward the subject or readers--causes relatively few problems in routine letters. The rules are straightforward. Subordinates may suggest, request, or recommend, but only superiors may direct. And though pronouns are acceptable, we don't "get personal." Courtesy is required; warmth is not. Our tone is neutral.

b.   Because much of our writing is routine, tone causes problems when the matter is delicate. The more sensitive the reader or issue, the more careful we must be to promote good will. Tactlessness in writing suggests clumsiness in general. When feelings are involved, one misused word can make an enemy.

c.   Imagine you are the head of a government agency. What do you think of an organization that would use the following language?

> *At our last meeting you requested agenda topics for a meeting of the Committee on Atmosphere and Oceans. I certainly support this interagency grouping as it may serve as an appropriate forum for addressing our marine technology needs and concerns.*

The first sentence is just lazy, for it does no more than repeat the request. The real trouble comes from the second sentence, whose attempt at good will backfires. <u>Certainly</u> is a needless intensifier, like many words ending in <u>ly</u>. <u>Interagency grouping</u> is pompous for <u>group</u>. <u>Needs and concerns</u> form a doubling. <u>I certainly support this</u> is undermined by <u>it may serve</u>. <u>May</u> serve? The issue isn't whether the group should exist but what it should discuss. The person who signed the letter dropped the second sentence and made the first one do more work:

> *As you requested, I am submitting some agenda topics for the meeting of the Committee on Atmosphere and Oceans.*

d.   Now imagine you have asked for more time to complete a correspondence course. Here is the last sentence of the letter that turns you down:

> *If we can be of further assistance, please do not hesitate to write.*

Beware of rubberstamp endings. They don't improve good letters or save bad ones. To the reader whose request has been denied, <u>further assistance</u> promises further disappointment. The closing sentence should be dropped entirely or tied to the rest of the letter:

> *This setback aside, we hope you will take advantage of other correspondence courses available to you.*

In all fairness to the writer, the letter did explain the denial in enough detail to avoid any hint of a brushoff. Most <u>no</u> answers need some explanation. <u>Yes</u> answers need little explanation because readers get what they want.

e.   Finally, imagine you have asked to be included in a management training program even though you are below the grade level required to take the course. How does this response strike you?

Because you have failed to pass the prescribed criteria,
you will be removed from the list for consideration in the
training program.

Failed? Removed? These words hint at crime and punishment. To avoid such tactlessness, the writer should be positive.

Negative	Positive
Opportunity is limited.	*Competition is keen.*
Stop writing badly.	*Start writing well.*
The cup is half empty.	*The cup is half full.*

The positive approach removes some of the sting from the response. Here are two possibilities:

Given the limited number of spaces available for the
management training program, we must take employees
who meet the grade level requirements before considering
others.

or

In light of the keen competition, we are unable to select
you for the management training program at this time.
Those who met the grade level requirements were
considered first.

The structure of the letter was better than the wording of the sentence using "failed." Open the letter by acknowledging the favorable endorsements that accompanied the request for training, and close by thanking the applicant for his or her years of service. This tactful arrangement helps to soften the bad news.

SECTION C: COMPACT WRITING

1. **Cut the Fat.** Give your ideas no more words than they deserve. The longer you take to say things, the weaker you come across and the more you risk blurring important ideas.

2. **Avoid "it is" and "there is"**

    a. No two words hurt writing more than _it is_. They stretch sentences, delay meaning, hide responsibility, and encourage passive verbs. Unless _it_ refers to something mentioned earlier, avoid _it is_. Spare only natural expressions such as "_it is_ time to ..." or "_it is_ hard to ..." and an occasional pointing expression such as "_it is_ your job to ..." (not someone else's).

Not	_But_
it is requested	we request, please
it is my intention	I intend
it is necessary that you	you need to, you must
it is apparent that	clearly
it is the recommendation of this office that	we recommend

    Ex: _It is_ mandatory that all personnel receive flu vaccinations.

    All personnel must receive flu vaccinations.

    Ex: _It is_ requested that upon departure from the building, all badges be surrendered.

    When leaving the building, please return all badges.

    b. Similarly, forms of _there is_ make sentences start slowly. Don't write this delayer without first trying to avoid it.

    Ex: _There will be_ a meeting of the Human Relations Council at 10:00 a.m., July 26, in the main conference room.

    The Human Relations Council will meet at 10:00 a.m., July 26, in the main conference room.

    Ex: _There are_ two alternatives offered in the report.

    The report offers two alternatives.

3. **Omit Wordy Expressions.** Wordy expressions don't give writing impressive bulk; they clutter it by getting in the way of the words that carry the meaning. _In order to_ and _in accordance with_, for examples, are minor ideas that don't deserve three words. Wordy expressions dilute the next examples:

Ex: *In accordance with reference (b), you may pay the claim with a check in the amount of $300. (wordy)*

Under reference (b), you may pay the claim with a check for $300. (meaning clearer)

Ex: *In the event that this offer is satisfactory, be advised your written acceptance must reach us before May 11. (wordy)*

If this offer is satisfactory, your written acceptance must reach us before May 11. (meaning clearer)

Ex: *We are in the process of revising our form letters in order to make them more readable. (wordy)*

We are revising our form letters to make them more readable. (meaning clearer)

4.   Free Smothered Verbs

a.   The most important word in a sentence is the verb, the action word, the only word that can do something. Weak writing relies on general verbs, which take extra words to complete their meaning. When you write a general verb such as make or is, see if you can turn a nearby word into a verb.

b.   Let your verbs do more work:

Ex: *This directive is applicable to all personnel who make use of the system. (passive)*

This directive applies to all personnel who use the system.   (active)

Ex: *The committee held a meeting to give consideration to the proposal. (passive)*

The committee met to consider the proposal. (active)

Ex: *We will conduct an investigation into the matter before making a decision. (passive)*

We will investigate the matter before deciding. (active)

5.   Splice Doublings

a.   As the writer, you may see some differences between advise and assist, interest and concern, or thanks and gratitude. But your readers won't. Repeating a general idea can't make it any more precise.

b. Simple subtraction will overcome doublings such as these:

> Ex: *We must comply with the <u>standards and criteria</u> for <u>controlling and reducing</u> environmental pollution.*
>
> *We must comply with the <u>standards</u> for reducing environmental pollution.*

> Ex: *NASA has developed plans for an <u>orderly and integrated</u> system of <u>executive and management</u> advancement.*
>
> *NASA has developed plans for a system of <u>executive</u> advancement.*

6. **Shun "the -ion of" and "the -ment of"**

a. Words ending in -ion and -ment are verbs turned into nouns. Whenever the context permits, change these words to verb forms.

b. By favoring verb forms, your sentences will be shorter and livelier.

> Ex: *Use that format <u>for the preparation of</u> your biographical history.*
>
> *Use that format <u>to prepare</u> your biographical history.*

> Ex: *<u>The settlement of</u> travel claims involves <u>the examination of</u> orders.*
>
> *<u>Settling</u> travel claims involves <u>examining</u> orders.*

> Ex: *<u>The development of</u> an effective system depends on three factors.*
>
> *<u>Developing</u> an effective system depends on three factors.*
>
> *or*
>
> *An effective system depends on three factors.*

7. **Acronyms**

a. Use acronyms no more than you must. Spell out an acronym the first time it appears followed by the acronym in parentheses:

> *Flight Readiness Review (FRR)*

b. If an acronym appears only twice or infrequently, spell out the term every time and avoid the acronym entirely.

SECTION D: ACTIVE WRITING

1. **Avold Passive Verbs.** Passive verbs cause problems. They make writing wordy, roundabout, and sometimes downright confusing. To avoid this, learn how to spot passive verbs and make them active. Most of your sentences should use a who-does-what order. By leading with the doer, you will automatically avoid a passive verb.

    > *Passive:*   *The orbiter was inspected by the worker.*

    > *Active:*   *The worker inspected the orbiter.*

2. **Learn the Symptoms of Passive Voice**

    a. A verb in the passive voice uses any form of to be plus the past participle of a main verb:

        am   is   are   was   were   be   being   been

        PLUS

        a main verb usually ending in -en or -ed

    b. Unlike sentences with active verbs, sentences with passive verbs don't need to show who or what has done the verb's action. If a doer appears at all, it follows the verb. But most passives in writing just imply the doer, sometimes a severe problem when the context doesn't make the doer clear. **Passive verbs look like the underlined words and should be avoided:**

        Ex: As a result of what has been learned, it is desired that additional equipment testing be made.

        (Be made is passive. The past participle of to make is irregular.)

        Ex: Two units of blood were ordered for an emergency patient whose hematocrit had fallen below 20 percent.

        (Had fallen is active. Had isn't a form of to be. And what did the falling? Hematocrit, which appears before the verb.)

        Ex: We are used to working with equipment that has been available locally.

        (Are used ends in an adjective. If you don't miss the doer when none appears, you don't have a passive. Been available ends in a less misleading adjective.)

3. **Know the Three Cures**

    a.   PUT A DOER BEFORE THE VERB:

        Ex: *The part must have been broken by the handlers.*

                  The handlers must have broken the part.

        Ex: *The requests will be approved. (By whom?)*

                  (Supervisors?) will approve the requests.

        Ex: *Standards of Conduct will be observed by all personnel.*

                  Observe the Standards of Conduct.

    b.   DROP PART OF THE VERB:

        Ex: *The results are listed in Enclosure 2.*

                  The results are in Enclosure 2.

        Ex: *He was transferred to KSC.*

                  He transferred to KSC.

    c.   CHANGE THE VERB:

        Ex: *Letter formats are shown in this manual.*

                  Letter formats appear in this manual.

        Ex: *Personnel are prohibited from doing so.*

                  Personnel must not do so.

4. **Write Passively Only with Good Reason.** Write passively if you have good reason to avoid saying who or what has done the verb's action. This situation may occur when the doer is unknown, unimportant, obvious, or better left unsaid:

    Presidents are elected every 4 years. (doer obvious)

    The part was shipped on June 1. (doer unimportant, perhaps)

    Christmas has been scheduled as a workday. (doer better left unsaid)

When in doubt, write actively, even though the doer may seem obvious. You will write livelier sentences (not livelier sentences will be written by you).

SECTION E: SIMPLER WORDS AND PHRASES

Official writing does <u>not</u> demand big words or fat phrases. Go out of your way to use ordinary English. The result will be clearer thinking and shorter writing. <u>Asterisks mark the dirty dozen, the 12 offenders most likely to weaken your writing</u>. Unless you have a particular reason for using words in the "Instead of" column, avoid them--but not at the risk of loss of meaning or greater verbosity.

Instead of	Try		Instead of	Try
a and/or b	a or b or both		be advised	(omit)
accompany	go with		benefit	help
accomplish	carry out, do		by means of	by, with
accorded	given			
accordingly	so		capability	ability, can
accrue	add, gain		caveat	warning
accurate	correct, exact, right		close proximity	near
additional	added, more, other		combined	joint
address	discuss		* commence	begin, start
* addressees	you		comply with	follow
addressees are			component	part
requested	(omit), please		comprise	form, include, make up
adjacent to	next to		concerning	about, on
advantageous	helpful		consequently	so
adverse			consolidate	combine, join, merge
impact on	hurt, set back		constitutes	is, forms, makes up
advise	recommend, tell		contains	has
afford an			convene	meet
opportunity	allow, let		currently	(omit), now
aircraft	plane			
allocate	divide, give		deem	believe, consider,
anticipate	expect			think
a number of	some		delete	cut, drop
apparent	clear, plain		demonstrate	prove, show
appreciable	many		depart	leave
appropriate	proper, right		designate	appoint, choose, name
approximately	about		desire	want, wish
arrive on board	arrive		determine	decide, figure, find
as a means of	to		disclose	show
ascertain	find out, learn		discontinue	drop, stop
as prescribed by	in, under		disseminate	give, issue, pass, send
* assist, assistance	aid, help		due to the	
attain	meet		fact that	due to, since
attempt	try		during the	
at the present			period	during
time	at present, now			

Instead of	Try
effect	
modifications ...	make changes
elect	choose, pick
eliminate	cut, drop, end
employ	use
encounter	meet
endeavor	try
ensure	make sure
enumerate	count
equipments	equipment
equitable	fair
equivalent	equal
establish	set up, prove, show
evidenced	shown
evident	clear
exhibit	show
expedite	hasten, speed up
expeditious	fast, quick
expend	spend
expertise	ability, skill
expiration	end
facilitate	ease, help
failed to	didn't
feasible	can be done, workable
females	women
finalize	complete, finish
for a period of	for
for example, __	
etc.	for example, such as
forfeit	give up, lose
for the purpose	
of	for, to
forward	send
frequently	often
function	act, role, work
furnish	give, send
has a requirement	
for	needs
herein	here
heretofore	until now
herewith	below, here
however	but

Instead of	Try
identical	same
identify	fund, name, show
immediately	at once
impacted	affected, changed
* implement	carry out, start
* in accordance	
with	by, following, per, under
in addition	also, besides, too
in an effort to	to
in as much as	because
in a timely	
manner	on time, promptly
inception	start
incumbent upon	must
indicate	show, write down
indication	sign
inform	tell
initial	first
initiate	start
in lieu of	instead of
in order that	for, so
* in order to	to
in regard to	about, concerning, on
inter alia	(omit)
interface with	meet, work with
interpose no	
objection	don't object
* in the amount of	for
* in the event that	if
in the near future	shortly, soon
in the process of	(omit)
in view of	since
in view of the	
above	so
is applicable to	applies to
is authorized to	may
is in consonance	
with	agrees with, follows
is responsible for	(omit), handles
it appears	it seems
* it is	(omit)
it is essential	must, need to
it is requested	please, we request, I request

Instead of	Try	Instead of	Try
liaison	connection, contact	prior to	before
limited number	few	proceed	do, go ahead, try
limitations	limits	procure	buy
		proficiency	skill
magnitude	size	* promulgate	issue, publish
maintain	keep, support	provide	give, offer, say
majority of	most	provided that	if
maximum	greatest, largest, most	provides	
methodology	method	guidance for	guides
minimize	decrease, lessen, reduce	purchase	buy
minimum	least, smallest	pursuant to	by, following, per, under
modify	change		
monitor	check, watch	reflect	say, show
		regarding	about, of, on
necessitate	cause, need, notify, let know, tell	relative to	about, on
		relocate	move
not later than May 10	by May 10, before May 11	remain	stay
		remainder	rest
		remuneration	pay, payment
not later than 4:30	by 4:30	render	give, make
notwithstanding	in spite of, still	represents	is
numerous	many	request	ask
		require	must, need
		requirement	need
objective	aim, goal	reside	live
obligate	bind, compel	retain	keep
observe	see		
operate	run, use, work	said, some, such	the, this, that
optimum	best, greatest, most	selection	choice
option	choice, way	set forth in	in
		similar to	like
parameters	limits	solicit	ask for, request
participate	take part	state-of-the-art	latest
perform	do	subject	the, this, your
permit	let	submit	give, send
pertaining to	about, of, on	subsequent	later, next
point in time	point, time	subsequently	after, later, then
portion	part	substantial	large, much
possess	have, own	successfully complete	complete, pass
practicable	practical	sufficient	enough
preclude	prevent		
previous	earlier, past		
previously	before		
prioritize	rank		

Instead of	Try
take action to	(omit)
task	ask
terminate	end, stop
the month of	(omit)
there are	(omit), exist
therefore	so
therein	there
there is	(omit), exists
thereof	its, their
the undersigned . .	I
the use of	(omit)
* this office,	
division	us, we
timely	prompt
time period	time, period
transmit	send
type	(omit)
under the	
provisions of . .	under
until such time	
as	until
* utilize,	
utilization	use
validate	confirm
viable	practical, workable
vice	instead of, versus
warrant	call for, permit
whereas	because, since
with reference to .	about
with the exception	
of	except for
witnessed	saw
your office	you
/	and, or

CHAPTER 2: LETTERS

SECTION A: STANDARD BUSINESS LETTER

1. **General.** Before preparing letters, study the figures in this Chapter. The standard business letter is used to correspond with addressees outside NASA. It is also used within NASA when a more personalized format is appropriate, e.g., award and congratulatory letters and personal invitations.

2. **Administrator's Correspondence.** For specific instructions on preparing correspondence for the Office of the Administrator, see Appendix A.

3. **Stationery.** Prepare all correspondence on **official** NASA letterhead. Prepare second and succeeding pages on plain white paper. See Appendix A for stationery to be used for officials in the Office of the Administrator.

4. **Type.** Larger, pica type is preferred over smaller, elite type. Use script or italics only for occasional emphasis. Do not type entire memos in script or italics.

5. **Ink.** Use black or blue-black ink to type, stamp, and sign correspondence.

6. **Special Mailing Instructions.** Do not type instructions for special mailing, such as Special Delivery, Certified, or Registered, on the letter. Check with your Installation Mail Manager for information on special mailing services.

7. **File Copies**

    a. **Official Yellow File Copy.** In compliance with 41 CFR 201-45.401-6, prepare an official yellow file copy for all correspondence. If concurrences are required, use NASA Form 1267 (or 1267A for laser printers) for the last page of the official file copy of the letter.

    b. **Other File Copies.** Individual office requirements vary. Prepare only the number of copies required for distribution based on the correspondence practices of your office.

    c. **NASA Uniform Files Index.** NHB 1442.1, "NASA Uniform Files Index," contains the NASA numbering scheme for indexing files. Type the official file number on all file copies as shown in paragraph 18.c. of this Chapter.

8. **Margins.** Set the left margin two spaces to the right of the printed caption "Reply to Attn of:" (1.2 or 1 1/8 inches). Right and bottom margins are approximately 1 inch. Top margins are 1 inch on second and succeeding pages.

9. **Dating Correspondence.** Date the letter after it is signed. Type the date in the same type style as the letter, or stamp the date at the right margin directly across from the

"Reply to Attn of:" line: September 7, 1990. Do not use military style (i.e., 2 Nov 1988) or endings such as "st" or "th" after the day (i.e., Nov 2nd).

10. **Reply to Attn of: (Writer's Code).** The writer's mail code or mail stop serves as a basic identification symbol and appears on all outgoing correspondence. Type only the writer's code in letters or numerals on the "Reply to Attn of:" line.

11. **Inside Address**

   a. Type the address at the left margin, three typing returns below the "Reply to Attn of:" line. Type the addressee's full name and title. Do not abbreviate names or use nicknames. Single space the address and arrange it in block style. Type elements of address in descending order as follows:

Non-NASA Addressee	Example
Mr., Ms., Mrs., Dr. (full name)	Dr. Robert L. Moore
Title	Chancellor
Division/Department	Human Resources Division
University/Installation/Company	University of Colorado
Street Address	1001 Gold Nugget Drive, NW
City/State/Zip	Denver, CO 80001
FOREIGN COUNTRY (if applicable--all caps)	

NASA Addressee (personalized format only)	Example
Mr., Ms., Mrs., Dr. (full name)	Mr. Lawrence J. Ross
Title	Director
Center (use full name)	Lewis Research Center
(NASA) (spell out)	National Aeronautics and
Street Address	Space Administration
City/State/Zip	21000 Brookpark Road
	Cleveland, OH 44135

   b. Domestic and foreign addresses with proper salutations are found in Appendix E, "Forms of Address." The incoming document usually contains the correct address format and is also a good reference.

   c. No line of the address should be longer than 3 1/2 inches. When runover lines are required, indent the second line two spaces from the left margin. Limit the address to seven lines on correspondence and seven lines on envelopes (five lines for window envelopes). See Chapter 6 for further information on envelopes and mailing.

12. **Salutation.** A personalized business letter requires a salutation. See Figures 2-1 and 2-2 and Appendix E, "Forms of Address," for examples of proper salutations.

13. **Body of Letter**

    a. Single space text with double spacing between paragraphs. Type text paragraphs in block form. When a paragraph is broken into subparagraphs, number and letter the subparagraphs as shown in Figure 2-2. Hyphenate sparingly to ensure a uniform right margin.

    b. Do not begin a paragraph near the end of a page unless there is room for at least two lines on that page. Do not continue a paragraph on the following page unless two lines can be carried over to that page. See Figure 2-3 for instructions on numbering pages.

14. **Complimentary Close.** A personalized business letter requires a complimentary close. Use "Sincerely," for all NASA correspondence.

15. **Signature Block**

    a. **Format.** Type the signature information at the left margin, four or five typing returns below the complimentary close. Type the name, title, and office of the signing official. Do not use Mr., Ms., Dr., etc., in the signature block. If more than one line is needed for the signer's title, indent succeeding lines two spaces (Example 1). When the office is part of the title, type succeeding lines at the left margin (Example 2).

        Example 1:

        Ronald J. Harris
        Director, Advanced Program
         Development Division
        Office of Space Flight

        Example 2:

        L. A. Fisk
        Associate Administrator for
        Space Science and Applications

    b. **Acting Official.** If you know before typing that an acting official will sign the letter, type that person's name and the word "Acting" before the title in the signature block. If the letter has been prepared for the signature of the regular signing official but is actually signed by another, the person signing will write "for" in front of the typed name. Mark courtesy copies with the actual signer's name to establish for the record which person actually signed.

16. Enclosures

a. **Enclosures Identified In the Text.** When possible, identify enclosures in the text in as few words as possible or by title. If there is more than one enclosure, indicate the number:

> 3 Enclosures

b. **Enclosures Not Identified in the Text.** When enclosures are not identified in the text, type the list at the left margin. List each enclosure on a separate line as in the following examples:

> Example of unnumbered enclosures:
>
> 4 Enclosures:
> Form Letters Handbook
> Plain Letters Pamphlet
> Organization Chart
> The NASA Scientific and Technical Information System

> or

> Example of numbered enclosures:
>
> 3 Enclosures:
> 1. Form Letters Handbook
> 2. Plain Letters Pamphlet
> 3. Organization Chart

17. Material Sent Under Separate Cover.

When material referred to in the text is sent under separate cover, type "Separate Cover:" at the left margin, two typing returns below the signer's title or the enclosure notation if you have one. List the material, whether or not identified in the text. Send a copy of the letter with the material that is mailed under separate cover.

> Example:
>
> Separate Cover:
> Form Letters Handbook - 10 cys
> Plain Letters Pamphlet - 10 cys
> Correspondence Handbook - 10 cys

18. Courtesy Copies

a. **Courtesy Copy (cc:).** Type the distribution of courtesy copies on the original when the recipient needs to know who received copies. Type "cc:" at the left margin two typing returns below the last typed line of the signature block, the enclosure line, or separate cover listing. Directly below "cc:" list recipients, single-spaced, using office or organization codes. Always use titles such as Dr.,

Mr., and Ms. on correspondence outside NASA; titles are preferred on NASA internal correspondence but may be omitted as long as names are listed in a consistent format. Use good judgment when using acronyms or spelling out the name of an organization. If you use an acronym without first spelling it out, it should be well known to the recipient of the letter.

b.   **Preferred Order.** Before typing the list of recipients of courtesy copies, study the example below for the correct order. If the letter has enclosures, indicate any recipients who were not sent enclosures by typing the notation "(w/o encl.)" after their names.

Example:

cc:	1. List originator's
A/Ms. C. Robinson	Installation
ADA/Ms. B. MacDougall	addressees first
ADA-3/Mr. P. Anderson	(in this example,
D/Ms. B. Cooper	letter came from
DB/Mr. R. Warren	HQ); then list
DBD/Ms. P. Quinn	mail codes
DBD/Ms. V. Edmunds	alphabetically/
DBD/Ms. A. M. Trotta	numerically.
DBD/Mr. J. Langdon	
ARC/200-2/Ms. J. Jaynes	2. List Centers/mail
ARC/233-14/Ms. B. Chenier	codes next,
DFRF/O/Ms. S. Rudy	alphabetically/
JSC/AA/Ms. R. Wilson	numerically.
JSC/AC/Ms. I. Garner	
DOC/Mr. E. Lancaster (w/o encl.)	3. List other Federal
DOT/Mr. R. Smith	agencies next.
GSA/Mr. J. Merman (w/o encl.)	
Johns Hopkins/Dr. M. Reader (w/o encl.)	4. List non-Federal
	organizations last.

c.   **Blind Courtesy Copy (bcc:).** Use blind courtesy copies when the recipient doesn't need to know who received copies or to document the office of record. Type "bcc:" on the official file copy two typing returns below the "cc:" listing. Never type bcc's on the original. The list includes the official file copy with the uniform files index number from NHB 1442.1, "NASA Uniform Files Index." If the memo has enclosures, indicate any recipients who were not sent enclosures by typing after their names or codes the notation "(w/o encl.)".

Example:

bcc:
BF-7/C. Smith
RI/M. McGrath
DBD/Official File 1330
DBD/Reading File (w/o encl.)

19. **Identification of Office, Writer, and Typist**

a.   On the bottom of all file copies of the signature page, type the mail code of the preparing office, the writer's initial(s) and surname, the typist's initials, date of typing, and the writer's telephone extension.

Example:

Z/JSmith:abd:2/20/90:1234

b.   If you rewrote or retyped the memo, type a second identification directly below the first.

Example:

Z/JSmith:abd:2/20/90:1234
Rewritten:Z/ECarl:olr:2/28/90:8135
Retyped:ADA/sdf:3/5/90:1024

20. **Concurrences**

a.   If concurrences are required, use NASA Form 1267 (or NASA Form 1267A for laser printers) for the last page (signature page) of the official file copy. In the mail code blocks, type the codes and names of those officials whose concurrences are desired. Concurring officials will sign and date in the space provided.

b.   As an alternative to using NASA Form 1267A, type the mail codes and names of concurrences desired on the bottom of the yellow official file copy (signature page) of the letter. Concurring officials will sign and date in the space provided.

c.   If a rewrite is necessary after one or more concurrences have been obtained, new concurrences will be needed if a change in meaning is made in the rewritten communication. If changes are editorial and new concurrences are not needed, the notation "previous concurrences are valid" is typed instead of obtaining new concurrences. The copy containing the concurrences from the original correspondence is then attached immediately under the rewrite to become a part of the official file. A line is drawn through the original letter so that it is not confused with the rewritten letter.

d. Sometimes it is necessary to have concurring or approving officials sign on an original letter or report, e.g., personnel documents requiring several reviewing officials, procurement documents, or planning documents requiring approval. In these cases, use the following format:

Concurrence:

_____   _____
(Name)   (Date)
(Title)

Approval:

_____   _____
(Name)   (Date)
(Title)

21. **Postscripts**. Although writing a postscript is discouraged, you may add one to a letter to avoid retyping. Type the postscript two typing returns below the signer's name or title or any other notation. At the left margin, type "P.S.:" followed by the postscript. The author then signs or initials the postscript. When the signer handwrites a postscript, type it on all copies, or photocopy the original for the file.

Figure 2-1
STANDARD BUSINESS LETTER
With Enclosure and Material Sent
Under Separate Cover

NASA

National Aeronautics and
Space Administration

Washington, D.C.
20546

Reply to Attn of: N

October 28, 1990

Ms. Carla Mundy
Mail Code 0612B
Records Management Division
Naval Ordinance Station
Indian Head, MD 20640

Dear Ms. Mundy:

This is NASA's standard business letter, a personalized format which is
used to correspond with addressees outside NASA. It is also used within
NASA when a more personalized format is appropriate; e.g., awards letters,
congratulatory letters, and personal invitations.

The "Reply to Attn of:" is the originator's office code. Only the writer's
office code expressed in letters or numerals is typed at the left margin,
three spaces after "Reply to Attn of:".

Date the letter after it is signed. The date is typed in the same type
style as the letter or stamped at the right margin directly across from
"Reply to Attn of:". Do not use military style (i.e., 2 Nov 1988) or
endings such as "st" or "th" after the day.

A standard business letter requires a salutation (Dear) and a complimentary
close (Sincerely,). Attention or subject lines are not used.

Text begins two typing returns below the salutation. Text is single-spaced
with double spacing between paragraphs. Paragraphs are typed in block
form. Do not begin a paragraph near the end of a page unless there is room
for at least two lines on that page. Do not begin a second page unless a
minimum of two lines can be carried over to that page.

Enclosed is the updated NASA Correspondence Handbook, which provides more
detailed instructions on preparing letters. An additional 10 copies are
being mailed separately.

Sincerely,

Sharron Sample
Chair, NASA Correspondence
Handbook Committee

Enclosure

Separate Cover:
NASA Correspondence Handbook (10 copies)

cc:
N/Gen. E. Brooks

bcc:
NA/M. Herring
DB/R. Warren
NA Official File 1450

DBD/SSample:vae:10/16/90:1074
Rewritten:A/CRobinson:clr:10/30/90:1010

CONCUR	CODE	DBD/P.Quinn	DB/R.Warren			
	SIGNATURE					
	DATE					

NASA FORM 1267 SEP 91 PREVIOUS EDITIONS MAY BE USED

OFFICIAL FILE COPY

Annotation bubbles: Align · 3 Typing Returns · 2 Typing Returns · Fold Guide for Window Envelopes · 2 Typing Returns · 4 or 5 Typing Returns · 2 Typing Returns · Fold Guide for Window Envelopes · Originator's Code · Type or Stamp Date After Signature · 1 1/8" · 1" · 1"

Figure 2-2
STANDARD BUSINESS LETTER
WITH SUBPARAGRAPHS

NASA

National Aeronautics and
Space Administration

Washington, D.C.
20546

Reply to Attn of: N

Align

Originator's Code

Type or Stamp Date After Signature

November 28, 1990

3 Typing Returns

Mr. John H. Langford
Director for Correspondence
  Administration
Business Practices, Inc.
1000 Miami Avenue, SW
Houston, TX 27069

Fold Guide for Window Envelopes

Dear Mr. Langford:

In long and complicated letters the numbering and lettering of
subparagraphs are acceptable for clarity and may be helpful as
a reference aid. Main paragraphs are typed in block style.

1. Subparagraphs. Begin the first line of each subparagraph
    at the left margin as shown in this example with single
    space lines and double spacing between paragraphs.

2 Typing Returns

   ← 1 1/8″ →

    a. When a paragraph is subdivided, use two subdivisions.   ← 1″ →
        If the material is so complex that more than two are
        required, material is developed into an enclosure to
        the letter.

        (1) Follow the following sequence when numbering
             and lettering subdivided paragraphs: 1., a.,
             (1), (a).

        (2) When referring to numbered or lettered paragraphs,
             write the reference numbers and letters without
             spaces; for example, "paragraph 3.a.(2)(c)."

2 Typing Returns

2. Headings. Use short headings in lengthy communications to
    increase ease of reading and reference.

Sincerely,

4 or 5 Typing Returns

Fold Guide for Window Envelopes

Paulette C. Quinn
Chief, Administrative Services Branch
Office of Headquarters Operations

cc:
ARC/200-2/Ms. J. Jaynes

↑
1″
↓

2 Typing Returns

bcc:
A/C. Robinson
NA/Official File 1450

N/SFontana:pmt:10/28/90:1024

CONCUR	CODE →	A/C.Robinson				
	SIGNATURE →					
	DATE →					

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SECTION B: NONPERSONALIZED LETTER FORMAT

1. **General.** Study the figures in this Section before preparing nonpersonalized business letters. The nonpersonalized business letter is a format for specific types of communications with organizations outside NASA. Use this format when the addressee's name is unknown or when a letter is addressed to an organization with attention to a specific individual for special handling. This Section describes the format changes to make when preparing a nonpersonalized business letter.

2. **Attn: Line.** In the nonpersonalized business letter, an attention line generally follows the first line of the address at the left margin.

3. **Salutation.** There is no salutation in a nonpersonalized business letter.

4. **Subject.** Type the word "Subject:" at the left margin, three typing returns below the last line of the address. If you need more than one line for the subject, begin succeeding lines in line with the first line of the subject. The subject should state concisely the main topic of the letter. Lengthy subjects are discouraged. If responding to a letter with a "Subject:" line, use the same subject. If you use acronyms or abbreviations in the subject, spell them out followed by the acronym in parentheses. If you use an abbreviation or acronym frequently in a letter, establish it in the subject line so only the shortened form is necessary in the body of the correspondence.

5. **Reference.** Avoid a separate reference line in a business letter except when it contributes to the understanding of the correspondence and when the number of references is too great to be reasonably incorporated in the first paragraph of the letter. Include a reference to a single document in the body of the letter. Type "Ref:" at the left margin, blocked, two typing returns below the last line of the subject, followed by an itemized listing of the references. Abbreviate items as much as possible; e.g., write dates in numerical figures (4/5/90). List references as (a), (b), (c), single-spaced, in chronological order with the most recent date listed first. See Figure 2-3.

6. **Text.** Prepare the text portion in block format, the same as the standard business letter.

7. **Complimentary Close.** There is no complimentary close in a nonpersonalized business letter.

Figure 2-3
NONPERSONALIZED BUSINESS LETTER
With References
Page 1

National Aeronautics and
Space Administration

Langley Research Center
Hampton, Virginia
23665-5225

NASA

**Type or Stamp
Date After
Signature**

Reply to Attn of   116

Originator's Code

Align

October 30, 1990

3 Typing Returns

Lafayette Steel Corporation
Attn: Mr. William S. Howard
Vice President of Marketing and
   Advertising
1112 North Wilson Street
Newark, NJ   15714-1234

2 Typing Returns

Subject: Nonpersonalized Business Letter Format

Ref: (a)   NASA ltr. S. W. Keller to Directors, dated
                5/4/90
          (b)   General Electric ltr. J. J. Smith to
                H. A. Brown, dated 2/28/90

3 Typing Returns

NASA uses this format when writing to an organization rather
than an individual.

←1 1/8″→

The basic differences from the standard business letter are
found in the address portion of the letter. A salutation and
complimentary close are not used. A single reference line in a   ← 1″ →
business letter is avoided and incorporated in the body of the
letter. If the number of references is too great to be
reasonably incorporated in the first paragraph of the letter,
itemize the references as shown above.

Courtesy copies are shown on the original only if it is
necessary for the recipient to know who received copies. All
courtesy copies (both external and internal) are shown on the
official yellow file copy.

Blind courtesy copies are used when it is not necessary for the
recipient of the letter to know who received copies. On the
official file copy type "bcc:" at the left margin, two typing
returns below the last line of the signer's title, the
enclosure, or the "cc" listing. If no space is available at
the bottom of the copy, it is permissible to type the bcc's on
the right-hand side of the page. Never type bcc's on the
original letter.

Only NASA employees are to sign correspondence that is written
on NASA letterhead. Support Service Contractors are to use
letterhead showing their company identification.

1″

5 Typing Returns

2 Typing Returns

2

The last line of a memorandum should stop at least one inch from the bottom of the page. A single line of text is never carried over to the next page. Second and succeeding pages are typed on white bond paper.

4 or 5
Typing Returns

Barbara G. Newton
Head, Correspondence and Records
Management Section
Office of Management Operations

2 Typing Returns

2 Enclosures:
1. Organization Chart (10 copies)
2. Form Letters Pamphlet

cc:
HQ/DBD/Ms. S. L. Sample
ARC/200-1/Ms. J. Long (w/o encl.)
General Electric/Ms. C. J. Boone

bcc: (w/o encl.)
111/Y. W. Beyer
116/Official File 1450

116/PWhitehead:vab:10/29/90:1139

CONCUR	CODE →					
	SIGNATURE →					
	DATE →					

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SECTION C: LEGAL LETTER FORMAT

1.   **General.** The legal letter format is used only by the Office of General Counsel at NASA Headquarters and the Offices of the Chief and Patent Counsel at NASA Field Centers. Use it for legal correspondence relating to a specific case, protest, patent, license, etc.

2.   **Format.** The legal letter format is based on the standard business letter with the exception of the "Re:" line explained in paragraph 3 below. All other elements are the same as the standard business letter.

3.   **Re: Line.** Type "Re:" five spaces from the left margin. Then type the specific case, protest, patent, license, etc., which is the topic of the letter.

Figure 2-4
LEGAL LETTER FORMAT

Align

3 Typing Returns

2 Typing Returns

2 Typing Returns

4 or 5 Typing Returns

2 Typing Returns

Originator's Code

Type or Stamp Date After Signature

Indent 5 Spaces

1 1/8"

1"

1"

NASA

National Aeronautics and
Space Administration

Washington, D.C.
20546

Reply to Attn of

GK

December 4, 1990

The Honorable Dick Thornburgh
Attorney General of the
   United States
Department of Justice
Washington, DC   20530

Re: Doe v. United States
    Civil Action No: H-88-1403 (S.D. Texas)

Dear Ms. Jones:

This is the legal letter format which may be used by the Office
of the General Counsel at NASA Headquarters and the Offices of
the Chief and Patent Counsel at NASA Field Centers.

This format is widely used within the legal community. It is
only for legal correspondence relating to a specific case,
protest, patent, license, etc. Do not use it for
correspondence of a general nature.

The legal letter format is based on the standard business
letter. It includes a caption that identifies the case,
protest, patent, or license which is the topic of the letter.

Type "Re:" three typing returns below the last line of the
address indented five spaces from the left margin. If more
than one line is needed for the caption, begin succeeding lines
in line with the first line of the caption. The entire caption
is indented five spaces from the right margin. The salutation
is typed at the left margin, two typing returns below the
caption.

All other elements of the legal letter format are identical to
the standard business letter.

Sincerely,

Edward A. Frankle
General Counsel

cc:
A/Ms. C. Robinson

bcc:
GK/Official File 1450

GK/VSmart:tls:11/28/90:1354
Rewritten:G/LStorts:mas:11/29/90:1074

CONCUR	CODE	G/G. Tesch				
	SIGNATURE					
	DATE					

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OFFICIAL FILE COPY

SECTION D: MULTIPLE ADDRESS LETTERS

1.   **General.** Study the figures in this Section before preparing a multiple address letter. Use this format for addressees outside NASA or when you need a more personalized format for addressees within NASA, e.g., award letters, "thank you" letters, or personal invitations.

2.   **Format.** Prepare identical letters to more than one individual in the same format as the standard business letter.

3.   **Original and Copies.** Prepare an original letter for each recipient and only one official file copy. Document the list of addressees as follows:

   a.   **Original.** When the recipient of a letter needs to know who received identical letters, type "Identical letter to:" two typing returns below the signature block or enclosure line. On the next line begin the list of recipients of the letter. If there's not enough space at the bottom of the page, type the list on a separate sheet and attach it behind the letter.

   b.   **File Copies.** Document the recipients of the letter on the official file copy when the addressees don't need to know who received copies. On the file copy, type "Identical letter to:" two typing returns below the signature block, enclosure line, or the "cc:" line. On the next line begin the list of the recipients of the letter. If there's not enough space at the bottom of the page, type the list on a separate page and attach it behind the file copy.

4.   **Exception.** When the list of addressees is mostly within NASA, but includes a few individuals from outside NASA, use the multiple address memo shown in Chapter 3, Section B. An example would be when non-NASA individuals participate in NASA committees or advisory groups.

Align

3 Typing Returns

2 Typing Returns

2 Typing Returns

4 or 5 Typing Returns

Originator's Code

Type or Stamp Date After Signature

NASA

National Aeronautics and
Space Administration

Washington, D.C.
20546

Reply to Attn of XEU

May 9, 1991

Dear Colleague:

I am pleased to send you this announcement for Phase II of the National Space Grant College and Fellowship Program. In this phase, additional state consortia will be added to the program. We intend to enlarge the program's base by providing all states not currently participating in the National Space Grant Program an opportunity to compete.

The 21 Designated Space Grant Colleges/Consortia selected in 1989 have already begun interactive programs directed toward aerospace research, education, and public service. This network will be greatly enhanced and strengthened by the state consortia selected through the Phase II competition.

NASA is looking forward to working with you on the National Space Grant College and Fellowship Program for our mutual benefit.

Sincerely,

Margaret G. Finarelli
Associate Adminstrator
for External Relations

←— 1 1/8″ —→

←— 1″ —→

1″

```
Identical letter to:


Dr. Donald W. Zacharias
President
Mississippi State University
P. O. Drawer J
Mississippi State, MS  39762


Dr. Hans Mark
Chancellor
The University of Texas System
601 Colorado Street
Austin, TX  78701


Dr. Edward Fort
Chancellor
North Carolina A&T State University
Greensboro, NC  27511
```

```
bcc:
XE/Dr. R. Brown
XE/Official File 8320
X/R Brown:jc:5/8/90:8310
```

CONCUR	CODE →					
	SIGNATURE→					
	DATE →					

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Figure 2-6
# MULTIPLE ADDRESS LETTER TO NASA ADDRESSEES
(Standard Letter Format)

NASA

National Aeronautics and
Space Administration

Washington, D.C.
20546

Originator's
Code

Type or Stamp
Date After
Signature

Align

Reply to Attn of   N

May 11, 1991

3
Typing Returns

Ms. Mary Fouraker
Correspondence Program Manager
Supply, Transportation and Services Division
John F. Kennedy Space Center
National Aeronautics and
  Space Administration
Kennedy Space Center, FL   32899

2
Typing Returns

Dear Mary:

Thank you for the fine work you have done as a member of the
NASA Correspondence Handbook Committee. Your contributions
will help make the Handbook an excellent reference guide for
all NASA employees.

←—1 1/8"—→

←— 1" —→

2
Typing Returns

Sincerely,

4 or 5
Typing Returns

C. Howard Robins, Jr.
Associate Administrator
for Management

**Note: Use the standard business letter format for
internal NASA addresses only when a
personalized approach is needed.**

1"

Identical Letters to:

(List names and addresses of all recipients on official file copy)

```
ARC/200-2/J. Jaynes
ARC/233-19/B. Chenier
DFRF/O/S. Rudy
DFRF/OF/F. Garcia
GSFC/201/J. Reynolds
GSFC/100/T. Wirth
JSC/AA/R. Wilson
JSC/AC/I. Garner
KSC/EX/L. Osbourne
LaRC/101/B. Newton
LaRC/116/P. Whitehead
LeRC/100/J. Keating
MSFC/CN22/J. Zielinski
MSFC/DA01/S. Turner
SSC/AA00/L. Porter
SSC/AA00/W. Howard
```

```
bcc:
NA Official File 1450

DBD/SSample:dsc:12/26/90:755-1074
```

CONCUR		ADA/S.Fontana	A/C.Robinson			
	CODE ➤					
	SIGNATURE ➤					
	DATE ➤					

NASA FORM 1267 SEP 91 PREVIOUS EDITIONS MAY BE USED   OFFICIAL FILE COPY

SECTION E: ASSEMBLY FOR SIGNATURE

1. **General.** Assemble a letter in the proper order to help the signer identify and review all pertinent documents quickly.

2. **Instructions.** When the letter is ready for final review and signature, arrange the letter and accompanying papers as shown in Figures 2-7 and 2-8.

3. **Administrator's Packages.** See instructions for assembly of Administrator's correspondence in Appendix A. Complex packages, at any signature level, may be assembled this way to make them easier to understand.

Figure 2-7
ASSEMBLY OF ONE-PAGE LETTER FOR SIGNATURE

NASA EXECUTIVE CORRESPONDENCE

National Aeronautics and
Space Administration

Washington, D.C.
20546

Reply to Attn of: **DBD**

October 28, 1990

Ms. Sandra Tur...
Secretary...
Direc...

...a personalized format
...es outside NASA. It is
...lized format is
...ulatory letters, and

...office code. Only
...rs or numerals is
..."Reply to Attn Of:."

...is typed in the
...he right margin
...ot use military
..."t" or "th" after

...(Dear) and a
...ubject lines are

...Text is
...hs. Paragraphs
...near the end
...es on that
...f two lines

S...

Shar...
Chai...
Handb...

cc:
N/Gen.

NASA FORM 1267 SI

Routing Slip

Mail Code	Name	Action / Approval / Call me / Concurrence 1, 2, 3 / File / Information / Investigate and Advise / Note and Forward / Note and Return / Per Request / Per Phone Conversation / Recommendation / See me / Signature / Circulate and Destroy
1 DBD-3	Section Head Branch Chief	
2 DBD	Division Director	
3 DB	Asst. Administrator	
4 D		

This example shows the routing and assembly of a typical piece of correspondence at NASA Headquarters. Obtain concurrences and approvals on the "official file copy." Do not use the routing slip for official concurrences and approvals. Staple the original incoming document to the official file copy after signature.

Mark all courtesy copies to insure proper distribution.

Tel. No. (or Code) & Ext. 755-1074

Date 8-17-91

Name Sharron Sample

Code (or other designation) DBD

NASA FORM 26 JUN 78 PREVIOUS EDITIONS MAY BE USED.

Tabs: BACKGROUND · INCOMING · ENCLOSURE · CONCURRENCE

① "Routing Slip" NASA Form 26

② Transparent cover to protect original letter.

③ Original letter.

④ Enclosure tab(s) divider in front of enclosure(s) (if any).

⑤ "Concurrence" tab divider, NASA Form 423, in front of official file copy-concurrence page.

⑥ Other file copies.

⑦ "Incoming" tab, NASA Form 422, in front of original incoming correspondence (if any).

⑧ "Background" tab divider, NASA Form 423 in front of background documents (if any).

Figure 2-8
ASSEMBLY OF MULTIPAGE LETTER FOR SIGNATURE

(1) "Routing Slip" NASA Form 26   (2) Transparent cover to protect original letter.   (3) Original letter.

(4) "Signature" tab divider, NASA Form 422 in front of page to be signed.

(5) Enclosure tab(s) in front of enclosure(s) (if any).

(6) "Concurrence" tab divider, NASA Form 423, in front of concurrence page, NASA Form 1267 or 1267A.

(7) Other file copies (if any).

(8) "Incoming" tab divider, NASA Form 422, in front of original incoming correspondence (if any).

(9) "Background" tab divider, NASA Form 423 in front of background documents (if any).

CHAPTER 3: MEMORANDUMS (MEMOS)

SECTION A: STANDARD MEMOS

1. **General.** Before preparing memos, study the figures in this Chapter. Use the memo format for correspondence within and between all NASA Installations, including Headquarters.

2. **Administrator's Correspondence.** For specific instructions on preparing memos for the Office of the Administrator, see Appendix A.

3. **Stationery.** Prepare all correspondence on NASA letterhead. Prepare second and succeeding pages on plain bond paper. See Appendix A for stationery to be used for Administrator's correspondence.

4. **Type.** Larger, pica type is preferred over smaller, elite type. Use script or italics only for occasional emphasis. Do not type entire memos in script or italics.

5. **Ink.** Use black or blue-black ink to type, stamp, and sign correspondence.

6. **Special Mailing Instructions.** Do not type instructions for special mailing, such as Special Delivery, Certified, or Registered, on the memo. Check with your Installation Mail Manager for information on special mail services.

7. **File Copies**

   a. **Official Yellow File Copy.** In compliance with 41 CFR 201–45.401–6, prepare an official yellow file copy for all correspondence. If concurrences are required, use NASA Form 1267 (or 1267A for laser printers) for the last page of the official file copy of the memo.

   b. **Other File Copies.** Individual office requirements vary. Prepare only the number of copies required for distribution based on the correspondence practices of your office. Check with the office lead secretary for specific copy requirements for your organization.

   c. **NASA Uniform Files Index.** NHB 1442.1, "NASA Uniform Files Index," contains the NASA numbering scheme for indexing files. Type the official file number on all file copies as shown in paragraph 18.c. of this Chapter.

8. **Margins.** Set the left margin two spaces to the right of the printed caption "Reply to Attn of:" (1.2 or 1 1/8 inches). Right and bottom margins are approximately 1 inch. Top margins are 1 inch on second and succeeding pages.

9. **Dating Correspondence.** Date the memo after it is signed. Type the date in the same type style as the memo, or stamp the date at the right margin directly across from the "Reply to Attn of:" line: September 7, 1990. When typing the date, do not use military style (i.e., 2 Nov 1991) or endings such as "st" or "th" after the day (i.e., Nov 2nd).

10. **Reply to Attn of: (Writer's Code).** The writer's mail code or mail stop serves as a basic identification symbol and appears on all outgoing correspondence. Type only the writer's code in letters or numerals on the "Reply to Attn of:" line.

11. **Address.** Always type the "TO:", "THRU:", and "FROM:" in all caps.

    a. **TO:** Type "TO:" at the left margin, three typing returns below the "Reply to Attn of:" line. Seven spaces after "TO:" type the mail code and title of addressee. The use of titles is preferred; however, if an individual does not use a title, it is acceptable to have a memo from a title to a name or from a name to a name (use full name, e.g., N/John A. Smith).

    b. **THRU:** Use the "THRU:" line when one or more addressees are needed to endorse (i.e., approve, concur, coordinate) the document prior to its receipt by the addressee and when their endorsement needs to appear on the original document. The "THRU:" line addressee signs and dates the memo next to his or her name before forwarding. Type the "THRU:" line directly below the last line of the "TO:" line. Single space between each "THRU:" line addressee.

    c. **FROM:** Type the "FROM:" line at the left margin, two typing returns below the "TO:" or "THRU:" line. The "FROM:" line includes the mail code and title of the signer. The use of titles is preferred; however, if an individual does not use a title, it is acceptable to have a memo to a title from a name or from a name to a name (use full name, e.g., N/John A. Smith).

12. **SUBJECT:** Type "SUBJECT:" at the left margin, two typing returns below the last line of the "FROM:" line, followed by the subject. If you need more than one line for the subject, begin succeeding lines in line with the first letter of the subject. The subject states concisely the main topic of the memo. If you use acronyms in the subject, spell them out followed by the acronym in parentheses. An acronym that is to be used frequently in correspondence may be established in the subject line so only the acronym needs to be used in the body of the correspondence.

13. **Reference.** Avoid a separate reference line in a memo except where it contributes to the understanding of the correspondence and where the number of references is too great to be reasonably incorporated in the first paragraph of the memo. Include a reference to a single document in the body of the memo. Type "REF:" at the left margin, blocked, two typing returns below the last line of the subject, followed by an itemized listing of the references. Abbreviate items as much as possible; e.g., write dates in numerical figures (4/5/90). List references in chronological order with the most recent date listed first. See Figure 2-3, Section B, in Chapter 2.

14. **Body of Memo**

   a. Single space text with double spacing between paragraphs. Type paragraphs in block form. When a paragraph is broken into subparagraphs, number and letter the subparagraphs as shown in Figure 2-2, in Chapter 2, "Standard Business Letter." Hyphenate sparingly to ensure a uniform right margin.

   b. Do not begin a paragraph near the end of a page unless there is room for at least two lines on that page. Do not continue a paragraph on the following page unless two lines can be carried over to that page. See Figure 3-5 for instructions on numbering pages.

15. **Signature Block**

   a. **Format.** Type the signature information at the left margin, four or five typing returns below the last line of text. Type the name of the signing official only. Do not use Mr., Mrs., Ms., Dr., etc., in the signature block.

   b. **Acting Official.** If you know before typing that an acting official will sign the memo, type that person's name and the word "Acting" before the title in the "FROM:" line. If the memo has been prepared for the signature of the regular signing official but is actually signed by another, the person signing will write "for" in front of the typed name. Mark courtesy copies with the actual signer's name to establish for the record which person actually signed.

16. **Enclosures**

   a. **Enclosures Identified in the Text.** When possible, identify enclosures in the text in as few words as possible or by title. If there is more than one enclosure, indicate the number:

      3 Enclosures

b. **Enclosures Not Identified In the Text.** When enclosures are not identified in the text, type the list at the left margin. List each enclosure on a separate line as in the following examples:

    Example of unnumbered enclosures:

    4 Enclosures:
    Form Letters Handbook
    Plain Letters Pamphlet
    Organization Chart
    The NASA Scientific and Technical Information System

    or

    Example of numbered enclosures:

    3 Enclosures:
    1. Form Letters Handbook
    2. Plain Letters Pamphlet
    3. Organization Chart

17. **Material Sent Under Separate Cover.** When material referred to in the text is to be sent under separate cover, type "Separate Cover:" at the left margin, two typing returns below the signer's title or the enclosure notation if you have one. List the material, whether or not identified in the text. Send a copy of the memo with the material that is mailed under separate cover.

    Example:

    Separate Cover:
    Form Letters Handbook - 10 cys
    Plain Letters Pamphlet - 10 cys
    Correspondence Manual - 10 cys

18. **Courtesy Copies**

a. **Courtesy Copy (cc:).** Type the distribution of courtesy copies on the original when the recipient needs to know who received copies. Type "cc:" at the left margin two typing returns below the last typed line of the signature block, the enclosure line, or separate cover listing. Directly below "cc:" list recipients single-spaced using office or organization codes. Always use titles such as Dr., Mr., and Ms. on correspondence addressed outside NASA; titles are preferred on NASA internal correspondence but may be omitted as long as names are listed in a consistent format. Use good judgment when using acronyms or spelling out the name of an organization. If you use an acronym without first spelling it out, it should be well known to the recipient of the memo.

b. **Preferred Order.** Before typing the list of recipients of courtesy copies, study the example below for the correct order. If the memo has enclosures, indicate any recipients who were not sent enclosures by typing the notation "(w/o encl.)" after their names.

Example:

cc:

A/Ms. C. Robinson
ADA/Ms. B. MacDougall
ADA-3/Mr. P. Anderson
D/Ms. B. Cooper
DB/Mr. R. Warren
DBD/Ms. P. Quinn
DBD/Ms. V. Edmunds
DBD/Ms. A. M. Trotta
DBD/Mr. J. Langdon
ARC/200-2/Ms. J. Jaynes
ARC/233-14/Ms. B. Chenier
DFRF/X/Ms. S. Rudy
JSC/AA/Ms. R. Wilson
JSC/AC/Ms. I. Garner
DOC/Mr. E. Lancaster (w/o encl.)
DOT/Mr. R. Smith
GSA/Mr. J. Merman (w/o encl.)
Johns Hopkins/Dr. M. Reader (w/o encl.)

1. List originator's Installation addressees first (in this example, letter came from HQ); then list mail codes alphabetically/ numerically.

2. List Centers/mail codes next, alphabetically/ numerically.

3. List other Federal agencies next.

4. List non-Federal organizations last.

c. **Blind Courtesy Copy (bcc:).** Use blind courtesy copies when the recipient doesn't need to know who received copies or to document the office of record. Type "bcc:" on the official file copy two typing returns below the "cc:" listing. Never type bcc's on the original. The list includes the official file copy with the uniform files index numbers from NHB 1442.1, "NASA Uniform Files Index." If the memo has enclosures, indicate any recipients who were not sent enclosures by typing the notation "(w/o encl.)" after their names or codes. If not enough space is left at the bottom left margin, type the bcc's on the right side of the page.

Example:

bcc:
BF/Mr. C. Smith
BF-7/Mr. R. Smith (w/o encl.)
DBD/Official File 1330
DBD/Reading File (w/o encl.)

19. **Identification of Office, Writer, and Typist**

    a. On the bottom of all file copies, type the mail code of the preparing office, the writer's initial(s) and surname, the typist's initials, date of typing, and the writer's telephone extension.

        Example:

        Z/JSmith:abd:2/20/90:1234

    b. If you rewrote or retyped the memo, type a second identification directly below the first.

        Example:

        Z/JSmith:abd:2/20/90:1234
        Rewritten:Z/ECarl:olr:2/28/90:8135
        Retyped:ADA/sdf:3/5/90:1024

20. **Concurrences**

    a. If concurrences are required, use NASA Form 1267 (or 1267A for laser printers) for the last page (signature page) of the official file copy. In the mail code blocks, type the codes and names of those officials whose concurrences are desired. Concurring officials will sign and date in the space provided.

    b. As an alternative to using NASA Form 1267A, type the mail codes and names of concurrences desired on the bottom of the yellow official file copy (signature page) of the letter. Concurring officials will sign and date in the space provided.

    c. If a rewrite is necessary after one or more concurrences have been obtained, new concurrences will be needed if a change in meaning is made in the rewritten communication. If changes are editorial and new concurrences are not needed, the notation "previous concurrences are valid" is typed instead of obtaining new concurrences. The copy containing the concurrences from the original correspondence is then attached immediately under the rewrite to become a part of the official file. A line is drawn through the original letter so that it is not confused with the rewritten letter.

d.   Sometimes it is necessary to have concurring or approving officials sign on an original memo or report, e.g., personnel documents requiring several reviewing officials, procurement documents, or planning documents requiring approval. In these cases, use the following format:

Concurrence:

_____   _____

(Name)   (Date)
(Title)

Approval:

_____   _____

(Name)   (Date)
(Title)

Figure 3-1
STANDARD MEMO

Align

3 Typing Returns

2 Typing Returns

3 Typing Returns

NASA

National Aeronautics and
Space Administration

Washington, D.C.
20546

Originator's Code

Reply to Attn of DBD

Type or Stamp
Date After
Signature

December 4, 1990

TO: DBD-2/Document Services Center

FROM: DBD/Chair, NASA Correspondence Handbook Committee

SUBJECT: Format for NASA Standard Memorandum

This is the standard format used for preparing memos in NASA.
Memos are typed in block style. The "Reply to Attn of:" line
is the first line of the memo and establishes the top and left
margins.

The "TO:", "FROM:", and "SUBJECT:" are typed in all caps. Type
the word "TO:" at the left margin, three typing returns below
the "Reply to Attn of:" caption. Seven spaces after "TO:"
begin the address. The use of titles is preferred; however,
if an individual does not use a title, the full name is
acceptable. The "FROM:" line is typed at the left margin, two
typing returns below the "TO:" line.

←—1 1/8"—→ Type the word "SUBJECT:" at the left margin, two typing returns ←—1"—→
below the last line of the "FROM:" line. If more than one line
is needed for the subject, begin succeeding lines in line with
the first letter of the subject. The subject will state
concisely the main topic of the memo. Lengthy subjects are
discouraged. If responding to a memo, use the same subject as
the incoming memo. If acronyms/abbreviations are used in the
subject, they are spelled out followed by the acronym in
parentheses. An abbreviation/acronym that is to be used
frequently in correspondence may be established in the subject
line so only the abbreviation needs to be used in the body of
the correspondence.

A salutation or complimentary close is not used in a memo.

4 or 5
Typing Returns

Sharron Sample

Enclosure

2 Typing Returns

cc:
DBD/Ms. P. Quinn

1"

bcc:
DBD/Official File 1450

DBD/SSample:rh:11/29/90:1074

	CODE →	A/C. Robinson				
CONCUR	SIGNATURE→					
	DATE →					

NASA FORM 1257 SEP 91 PREVIOUS EDITIONS MAY BE USED   OFFICIAL FILE COPY

Figure 3-2
STANDARD MEMO WITH "THRU:" AND "REF:" LINE

NASA

National Aeronautics and
Space Administration

Washington, D.C.
20546

Originator's Code

Type or Stamp Date After Signature

Align

Reply to Attn of: DBD

March 5, 1991

3 Typing Returns

TO:	ADA/Associate Deputy Administrator
THRU:	D/Assistant Administrator for Headquarters Operations
FROM:	DBD/Chair, NASA Correspondence Handbook Committee
SUBJECT:	"THRU:" Line and "REF:" Line in Standard Memos
REF:	(a) Draft NHB 1450.1, dtd. 10/1/90
	(b) Correspondence Comm. Mtg. Notes, dtd. 9/15/90
	(c) Memo to S/M. Norris from ADA/S. Fontana, dtd. 9/6/90

2 Typing Returns

3 Typing Returns

←—1 1/8"—→ This is the format to use when a "THRU:" and "REF:" line are ← 1"—
used in a memo.

4 or 5 Typing Returns

Sharron L. Sample

1"

Figure 3-3
STANDARD MEMO FROM HEADQUARTERS
TO A NASA CENTER

NASA

National Aeronautics and
Space Administration

Washington, D.C.
20546

Reply to Attn of: NA

(Align)

(3 Typing Returns)

(Originator's Code)

(Type or Stamp Date After Signature)

March 5, 1991

TO: Goddard Space Flight Center
         Attn: 231.1/GSFC Directives Manager

(2 Typing Returns)

FROM: NA/NASA Directives Officer

SUBJECT: Update of NASA Correspondence Handbook

(3 Typing Returns)

When a Headquarters official writes to an official at a NASA
Center, this is the format to be used.

←— 1 1/8″ —→   ←— 1″ —→

(4 or 5 Typing Returns)

Margaret M. Herring

↑
1″
↓

Figure 3-4
STANDARD MEMO FROM A NASA CENTER TO HEADQUARTERS

Align

3
Typing Returns

2
Typing Returns

3
Typing Returns

4 or 5
Typing Returns

National Aeronautics and
Space Administration

George C. Marshall Space Flight Center
Marshall Space Flight Center, Alabama
35812

Originator's
Code

NASA

Type or Stamp
Date After
Signature

Reply to Attn of CN22

March 5, 1991

TO: NASA Headquarters
           Attn: B/Secretary to the Comptroller

FROM: CN22/Correspondence Program Manager

SUBJECT: Standard Memos--NASA Center to Headquarters Addressee

When an individual from a NASA Center writes to a Headquarters
individual, the memo is addressed as shown here.

◄—1 1/8"—►   ◄— 1"—►

Janet Zielinski

1"

SECTION B: MULTIPLE ADDRESS MEMOS

1.   **General.** Memos are often addressed to more than one individual and require a variety of formats.   Study the figures in this Chapter before preparing a multiple address memo.

2.   **Address.** If a memo is addressed to more than three individuals, address it to a categorical group. If addressees do not fall under a category, address the memo to "Distribution:".   Figures 3-5 through 3-9 show forms of addresses for all variations of multiple address memos.

3.   **Original vs. Photocopy.** When addressees are listed in the "TO:" line of a memo, send each individual an **original** memo with an **original** signature. If addressees are listed at the bottom of the memo as part of a distribution list, send each addressee a **photocopy** of the memo and retain the original for file.

4.   **Distribution List.** Type the name of the specific group or "Distribution:" two typing returns below the signature block, or the enclosure or separate cover listings. Begin the list of all recipients directly beneath the heading. Single space the list and arrange in alphabetical/numerical order by Center/Code, except when listing those names at the signer's Installation first. (See page 3-5 for preferred order.) When the list will not fit on the same page as the signature, use a separate page. If typing the list on a separate page, staple the list directly **behind** the signature page after signature--not to the front of the memo.

Figure 3-5

MULTIPLE ADDRESS MEMO TO ORGANIZATIONAL ELEMENTS OR OFFICIALS

NASA

National Aeronautics and
Space Administration

Washington, D.C.
20546

Office of the Administrator

(Type or Stamp Date After Signature)

March 11, 1991

(Align)

TO: Officials-in-Charge of Headquarters Offices
            Directors, NASA Field Installations
            Director, Jet Propulsion Laboratory

(2 Typing Returns)

FROM: A/Administrator

SUBJECT: NASA Honor Awards

(3 Typing Returns)

This memorandum takes note of a TQM initiative that made a
difference.

Last June, I asked Colonel Charles Bolden to lead an Agencywide
review of the policies and process through which NASA honor
awards are determined. The purpose was to ensure our awards
system was as fair and efficient as possible. In particular,
I asked the group to examine ways in which NASA could ensure
recognition of excellence throughout the entire workforce,
without regard for wage level or occupational speciality.

—1 1/8″—

Colonel Bolden presented the recommendations of the study
group, aimed at improving both policies and process, at our
senior management meeting in September 1990. I formally
accepted those recommendations in a decision memorandum I
sent to you on September 19, 1990.

←— 1″ —→

My decision memorandum directed Mr. Sam Keller to prepare a
NASA Management Instruction (NMI) that formalized the awards
criteria, established an annual awards cycle, and streamlined
the process. In addition, I indicated my desire to ensure
that exceptional performance, regardless of wage grade or
occupational specialty, was properly recognized.

The honor awards cycle is ending with ceremonies across NASA
this month, and I am very pleased with the results. The
enclosure provides a demographic breakdown of honor awards for
1989-1991, which should interest you. It clearly shows
dramatic progress toward meeting our goal of ensuring
recognition at all levels of the Agency. I suggest that you
personally review the detailed data to understand how your
organization fared.

1″

5 Typing Returns

2

2 Typing Returns

4 or 5 Typing Returns

2 Typing Returns

I thank each of you for the support you gave this successful effort to "TQM" our honor awards system. We reviewed the policies and process, found ways to improve them, set goals, and met them. Now is the time for each of us to review the system now in place with an eye toward continued improvement. I look forward to your suggestions; thanks again for your excellent effort.

Richard H. Truly

Enclosure

Officials-in-Charge of Headquarters Offices:
ADA/Mr. Keller
ADB/Mr. O'Brien
AE/Ms. Harris
B/Mr. Campbell
C/Mr. Rose
D/Ms. Cooper
E/Dr. Jenkins
G/Mr. Frankle
H/Adm. Evans
K/Mr. Rosen
L/Mr. Kress
M/Dr. Lenoir
N/Dr. Robins
O/Mr. Force
P/Mr. Sheehan
Q/Mr. Rodney
R/Mr. Aldrich
S/Dr. Fisk
W/Mr. Colvin
X/Ms. Finarelli

Directors, NASA Field Installations:
ARC/Dr. Compton
GSFC/Dr. Klineberg
JSC/Mr. Cohen
KSC/Gen. McCartney
LaRC/Mr. Petersen
LeRC/Mr. Ross
MSFC/Mr. Lee
SSC/Mr. Estess

Director, Jet Propulsion Laboratory:
Dr. Stone

cc:
AD/Mr. Thompson
Members, NASA Honor Awards Review Working Group

1 1/8"

1"

1"

bbc:
AEM Official File 3451

A/RTruly:cr:3/11/91:1010

CODE →					
SIGNATURE →					
DATE →					

CONCUR

NASA FORM 1267 SEP 91 PREVIOUS EDITIONS MAY BE USED

OFFICIAL FILE COPY

Figure 3-6
MULTIPLE ADDRESS MEMO TO SPECIFIC GROUP

Align

Type or Stamp
Date After
Signature

NASA

National Aeronautics and
Space Administration

Washington, D C
20546

Originator's
Code

Reply to Attn of   N

March 13, 1991

3 Typing
Returns

TO: Senior Executive Service Performance Review
           Board Members

2 Typing
Returns

FROM: N/Associate Administrator for Management

SUBJECT: Multiple Address Memo to a Specific Group

3 Typing
Returns

When a memo is intended for a specific group of individuals, a
categorical address is entered on the "TO:" line. Do not
abbreviate or use acronyms in the "TO:" or "FROM:" line.
Establish the use of the acronym by spelling it out followed by
the abbreviation in parentheses in the "SUBJECT:" line or the
first time it is used in the text.

List all recipients at the bottom of the memo under the heading
of the categorical address.

←— 1 1/8"—→   ←—1"—→

4 or 5
Typing Returns

C. Howard Robins, Jr.

Enclosure

2 Typing
Returns

SES Performance Review Board Members:
ADB/Mr. O'Brien
G/Mr. Tesch
M/Mr. Utsman
N/Gen. Brooks
O/Mr. Fitts
R/Dr. Rosen
S/Mr. Diaz
ARC/DD/Mr. Peterson
GSFC/100/Mr. Trainor
JSC/AB/Mr. Weitz
LaRC/103A/Mr. Holloway
MSFC/DD01/Dr. Littles
AIAA/Mr. Tate

2 Typing
Returns

cc:
ADA/Mr. Keller

1"

bcc:
NT/Mr. Jones
NT Official File 1450

NT/TASmith:tlg:8/10/90:1234

	CODE →	NT/W. Keene				
CONCUR	SIGNATURE→					
	DATE →					

NASA FORM 1267 SEP 91 PREVIOUS EDITIONS MAY BE USED   OFFICIAL FILE COPY

Figure 3-7
MULTIPLE ADDRESS MEMO TO DISTRIBUTION

Align

3 Typing Returns

2 Typing Returns

3 Typing Returns

4 or 5 Typing Returns

2 Typing Returns

NASA
National Aeronautics and
Space Administration

Washington, D.C.
20546

Reply to Attn of N

Originator's Code

Type or Stamp Date After Signature

March 13, 1991

TO: Distribution

FROM: N/Associate Administrator for Management

SUBJECT: Multiple Address Memo to Distribution

When no categorical address can be identified, the "TO:" line
should be addressed to "Distribution:".

←—1 1/8"—→ List all recipients at the bottom of the memo under the heading ←—1"—→
"Distribution:".

C. Howard Robins, Jr.

Enclosure

Distribution:
ADA/Mr. Keller
B/Mr. Campbell
D/Ms. Cooper
G/Mr. Frankle
X/Ms. Finarelli

1"

bcc:
NT/Mr. Jones
NT Official File 1450

NT/TASmith:tlg:8/10/90:1234

	CODE →	NT/R. Jones				
CONCUR	SIGNATURE→					
	DATE →					

NASA FORM 1267 SEP 91 PREVIOUS EDITIONS MAY BE USED   OFFICIAL FILE COPY

Figure 3-8
MULTIPLE ADDRESS MEMO TO HEADQUARTERS AND A NASA CENTER
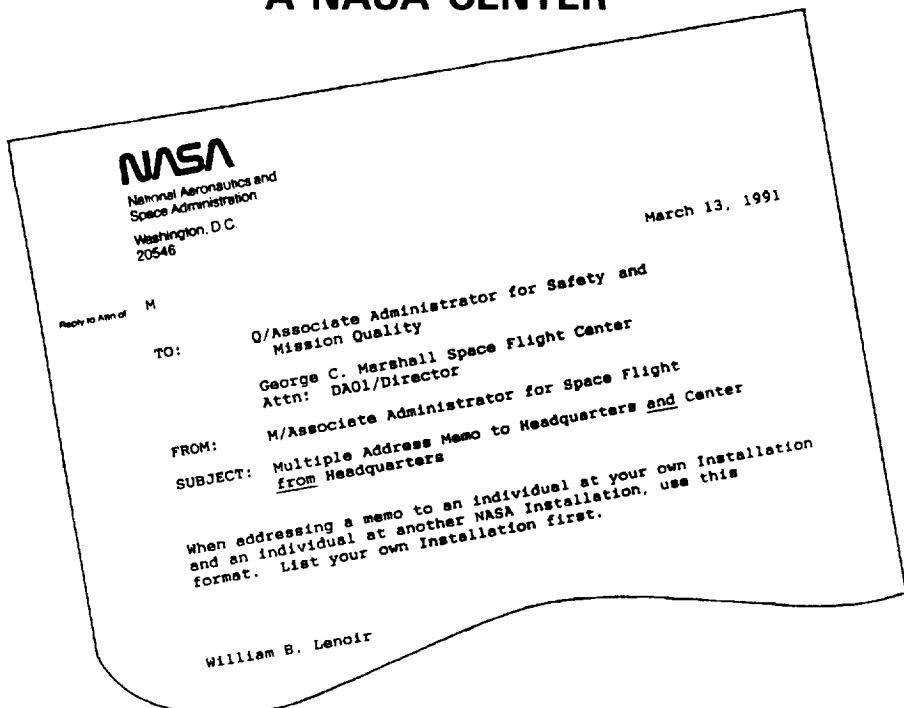
Figure 3-9
MULTIPLE ADDRESS MEMO TO TWO DIFFERENT NASA INSTALLATIONS
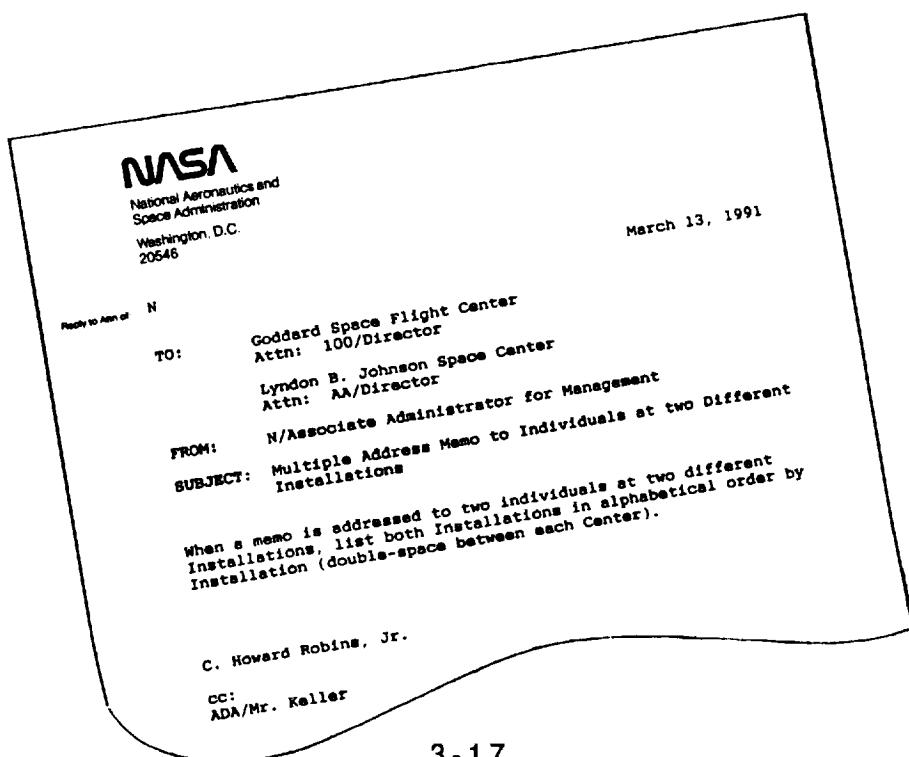
Figure 3-10
MULTIPLE ADDRESS MEMO TO TWO INDIVIDUALS
WITHIN AN INSTALLATION

NASA
National Aeronautics and
Space Administration
Washington. D C
20546

March 13, 1991

Reply to Attn of   N

TO: Goddard Space Flight Center
          Attn: 201/Chief, Institutional Support Office
                  210/Chief, Financial Management Division

FROM: N/Associate Administrator for Management

SUBJECT: Multiple Address Memo to Two Individuals Within the
          Same NASA Installation

When a memo is addressed to no more than two individuals at
the same NASA Installation, list both individuals (single space
between addresses), not to exceed four typing returns. If
four typing returns will be exceeded, address memo to
"Distribution:".

C. Howard Robins, Jr.

Figure 3-11
MULTIPLE ADDRESS MEMO TO TWO OR THREE
INDIVIDUALS WITHIN A SINGLE INSTALLATION

NASA
National Aeronautics and
Space Administration
Washington. D C
20546

March 13, 1991

Reply to Attn of   N

TO: S/Associate Administrator for Space Science and
          Applications
          R/Associate Administrator for Aeronautics,
          Exploration and Technology

FROM: N/Associate Administrator for Management

SUBJECT: Multiple Address Memo to Two-Three Individuals Within
          a Single NASA Installation

Memos may be addressed to two or three individuals within a
single installation as long as four typing returns are not
exceeded. Single space between addressees. If four typing
returns will be exceeded, address the memo to "Distribution:".

C. Howard Robins, Jr.

SECTION C: ASSEMBLY FOR SIGNATURE

1.   **General.** When the memo is ready for final review and signature, arrange the memo and accompanying papers as shown in Figures 2-7 and 2-8 in Section E, Chapter 2, "Assembly for Signature."

2.   **Administrator's Correspondence.** See instructions for assembly of Administrator's correspondence in Appendix A. Arrange complex packages at any signature level in this format if it contributes to better understanding by the reviewing officials.
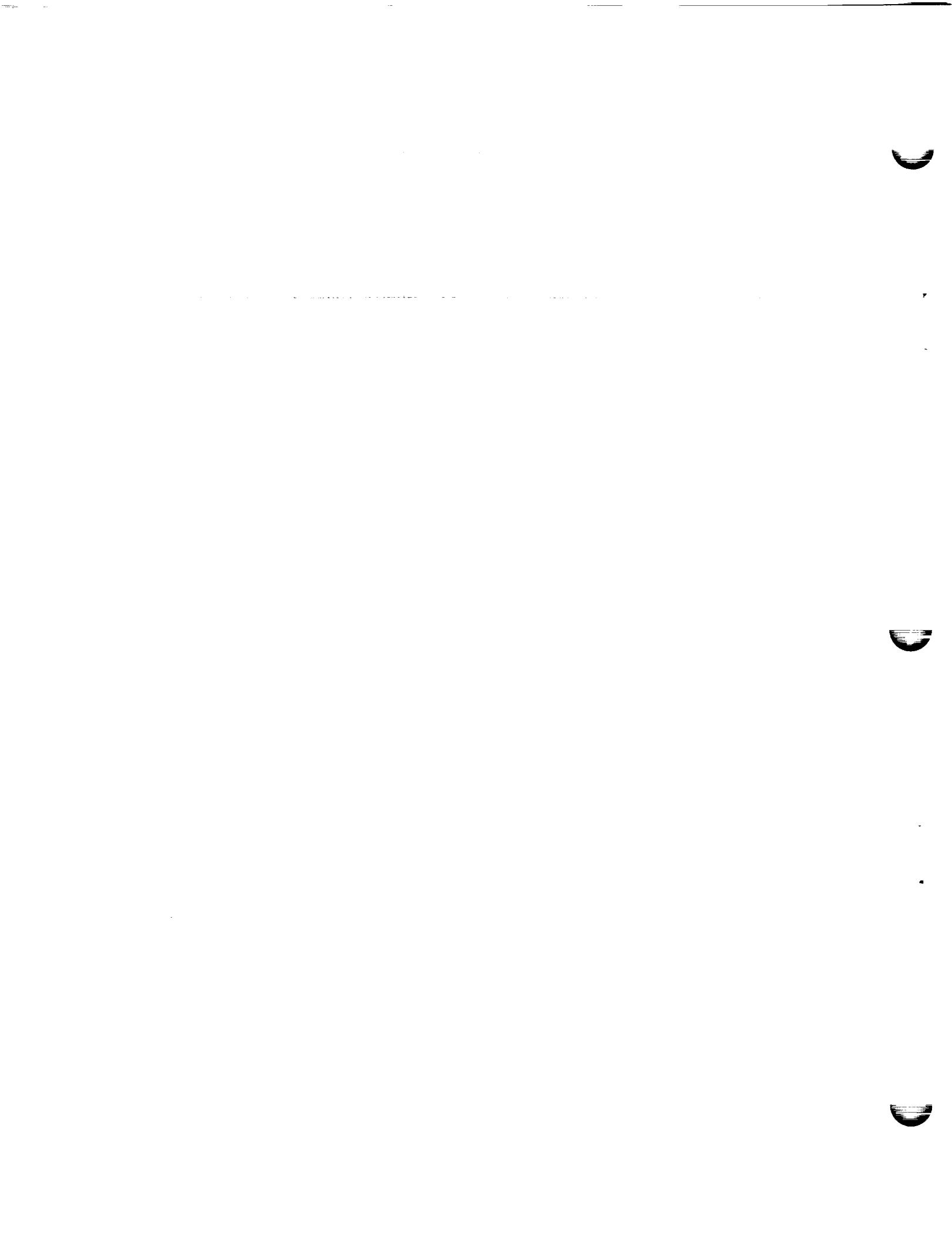
CHAPTER 4: INFORMAL COMMUNICATIONS

1. **General.** Type or handwrite informal communications legibly using one of the techniques outlined in this Chapter. Select the appropriate format and proofread carefully. Use the proper envelope or mailing labels.

2. **Routing Slip**

   a. Use NASA Form 26, "Routing Slip," to direct correspondence or other documents to one or more addressees within NASA (see Figure 4-1). You may make brief, informal comments on the routing slip, but **DO NOT** use the form for recording approvals, nonapprovals, or concurrences pertaining to attached documentation. Figure 4-1 illustrates three methods for using the Routing Slip: (1) routing a document to an individual; (2) routing to an individual with information copies to other individuals; and (3) routing to several officials in order, with indicators of the purposes for routing to each.

   b. Number the block to the left of the addressee's name to agree with the number of the action requested from items listed. A recipient may add addressee(s) to the slip.

3. **Memorandum of Call.** Use Standard Form 63, "Memorandum of Call," to inform office personnel of a telephone call or a visitor (see Figure 4-2). Accurately record the caller's or visitor's name. When in doubt, ask for the proper spelling of the name. Obtain the origin of the call, the telephone number, and the nature of the call. Record the commercial number (including the area code) and/or the FTS number to facilitate the return of the call. Always indicate the date and time of the call.

4. **Record of Telephone Conversation.** Use NASA Form 802, "Record of Telephone Conversation," to document official telephone conversations when necessary. The form is designed to be handwritten by the person making or receiving the call (see Figure 4-3).

5. **Two-Way Memo.** Use a two-way memo, Optional Form (OF) 27, to send an informal message within the Agency. OF 27, a multipart form, is designed to be sent and returned in a window envelope and provides a copy for both the writer and the addressee. After completing the two-way memo, keep a copy and send the original and remaining copy to the addressee for return reply (see Figure 4-4).

6. **Memorandum (Memo) for Record.** A memo for record is an informal memo used to establish an official record of telephone conversations, meetings, or conferences (see Figure 4-5).

Figure 4-1

NASA FORM 26,
"ROUTING SLIP"

NASA Routing Slip

Mail Code	Name	Action	
		Approval	
		Call me	
NA	Juanita DeButts	Concurrence	
		File	
		Information	
		Investigate and Advise	
		Note and Forward	
		Note and Return	
		Per Request	
		Per Phone Conversation	
		Recommendation	
		See me	
		Signature	
		Circulate and Destroy	

Here are the 10 extra copies of the NASA Correspondence
Standards you requested.

cc:
NA/M. Herring

Name	Tel. No. (or Code) & Ext
Sharon Fontana	453-1810
Code (or other designation) DBE	Date 8-17-91

NASA FORM 26 JUN 78 PREVIOUS EDITIONS MAY BE USED

NASA Routing Slip

Mail Code	Name	Action	
		Approval	
		Call me	
DBD	Ann Marie Trotta	Concurrence	
		File	
		Information	
		Investigate and Advise	
		Note and Forward	
		Note and Return	
		Per Request	
		Per Phone Conversation	
		Recommendation	
		See me	
		Signature	
		Circulate and Destroy	

Here are the forms you requested. Use NASA form 26,
"Routing Slip," to transmit information. Do not use a
routing slip for official concurrence or approval.

Name	Tel. No. (or Code) & Ext.
Walter Oakes	703-271-5519
Code (or other designation) NTD-1	Date 8-17-91

NASA FORM 26 JUN 78 PREVIOUS EDITIONS MAY BE USED

Use numbers to indicate order of routing.

NASA Routing Slip

	Mail Code	Name	Action	
			Approval	3.
			Call me	2.
1	NIT	Toni Wyatt	Concurrence	
			File	1.
2	N	Gen. Elmer Brooks	Information	
			Investigate and Advise	
3	DFII	Voucher Processing	Note and Forward	
			Note and Return	
			Per Request	
			Per Phone Conversation	
			Recommendation	
			See me	
			Signature	
			Circulate and Destroy	

Attached is my travel voucher for approval and
processing.

Name	Tel. No. (or Code) & Ext.
Sharron Sample	755-1074
Code (or other designation) DBD	Date 12/4/90

NASA FORM 26 JUN 78 PREVIOUS EDITIONS MAY BE USED

Figure 4-2

STANDARD FORM 63,
"MEMORANDUM OF CALL"

```
┌─────────────────────────────────────────────────┐
│ MEMORANDUM                                        │
│    OF CALL              Previous editions usable  │
├─────────────────────────────────────────────────┤
│ TO:                                               │
│         Mr. Johnson                               │
│ ☑ YOU WERE CALLED BY    ☐ YOU WERE VISITED BY—   │
│         Mrs. Adams                                │
│ OF (Organization)                                 │
│         XYZ Equipment Co.                         │
│ ☑ PLEASE PHONE ▶      ☐ FTS      ☐ AUTOVON       │
│         301-346-6099                              │
│ ☐ WILL CALL AGAIN      ☐ IS WAITING TO SEE YOU   │
│ ☐ RETURNED YOUR CALL   ☐ WISHES AN APPOINTMENT   │
│ MESSAGE                                           │
│    re: delivery of equipment                      │
│    on Friday.                                     │
│                                                   │
│ RECEIVED BY          DATE       TIME              │
│    Sue               11/28      3:00              │
│ 63-110  NSN 7540-00-634-4018  STANDARD FORM 63 (Rev. 8-81) │
│                               Prescribed by GSA   │
│                               FPMR (41 CFR) 101—11.6 │
│ ★ U.S. GPO: 1988 — 201-759                        │
└─────────────────────────────────────────────────┘
```

Figure 4-3

NASA FORM 802,
"RECORD OF TELEPHONE CONVERSATION"

NASA National Aeronautics and Space Administration	**Record of Telephone Conversation**		
SUBJECT *NASA Correspondence Handbook*		DATE 10/25/90	TIME 10:15 a
TELEPHONE CONVERSATION BETWEEN			
NAME OF PERSON MAKING THIS RECORD *Judy Long*			CODE *(Ames)/D*
NAME AND ORGANIZATION OF OTHER PERSON *Jana M. Coleman, ARC Procurement*		PHONE 45821	CODE (If any) AS-241-1

SUBSTANCE OF CONVERSATION

Jana received postal service instructions at her residence. Noticed that "Attn" line was now listed as first line. Inquired as to NASA's position on new guidelines.

I told her the Correspondence Committee had reviewed and agreed with Postal Guidelines.

ACTION REQUIRED

Policy memo should be sent to all secretaries at Center.

ACTION TAKEN

Completed 10/27/90

NASA FORM 802   JUN 79   PREVIOUS EDITIONS MAY BE USED.   GPO 943-251

Figure 4-4

OPTIONAL FORM 27,
"TWO-WAY MEMO"

UNITED STATES GOVERNMENT

2-Way Memo

Subject: Action Item 1142-90

To : Sheila Johnson

INSTRUCTIONS

Use routing symbols whenever possible

SENDER (Originator of message):
Use brief, informal language
Conserve space
Forward original and one copy

RECEIVER (Replier to message):
Reply below the message, keep one copy, return one copy.

DATE OF MESSAGE	ROUTING SYMBOL
10/25/90	

SIGNATURE OF ORIGINATOR

TITLE OF ORIGINATOR

Director's Secretary

MESSAGE

Action Item 1142-90 dated 10/15/90 - Subject: Disposition of Airline Frequent Flyer Program Awards was sent to Board of Directors for their input. Please compile and submit their comments to me by 11/12/90.

REPLY

I've compiled comments per your request. Before submitting them to you, I've sent to Comptroller's Office for their review. I should have them back and to you by 11/12.

From : *Sheila Johnson*

DATE OF REPLY	ROUTING SYMBOL
10/31	

SIGNATURE OF REPLIER *Sheila Johnson*

TITLE OF REPLIER *Corres. Clerk*

OPTIONAL FORM 27 (Rev 7-81)
GSA FPMR (41 CFR) 101-11.6
NSN 7540-00-082-2447

1. RETAINED BY ADDRESSEE

2. RETURNED TO ORIGINATOR

3. RETAINED BY ORIGINATOR

Figure 4-5
MEMORANDUM FOR RECORD

National Aeronautics and
Space Administration

NASA

George C. Marshall Space Flight Center
Marshall Space Flight Center. Alabama
35812

_{Reply to Attn of} DA01   November 5, 1990

MEMORANDUM FOR RECORD

FROM: DA01/Executive Assistant

SUBJECT: Format for a Memorandum for Record

Prepare a Memorandum for Record to document facts of any type
that the writer does not want trusted to memory. Facts are
usually from discussions during phone calls, meetings,
conferences, or trips.

The original is filed by the author for future reference;
therefore, a "TO:" line is not required.

A "cc:" notation as shown in this figure names individuals who
are to receive copies. All other rules for preparation of
memos apply to this figure.

Sandra Turner

cc:
HQ/A/Ms. Robinson
HQ/DBD/Ms. Sample
MSFC/CN22/Ms. Zielinski

CHAPTER 5: ELECTRONIC COMMUNICATIONS

1. **General.** Electronic communications, where available, are designed to send information quickly, easily, and with the least amount of effort to one or more addressee(s).

2. **Electronic Mail**

   a. NASAMAIL is the Agencywide electronic mail service. Each Installation has an administrator for this service who registers users and helps them use the system effectively. NASAMAIL is commonly used for sending identical letters to multiple addressees, preparing lengthy documents, and standardizing recurring correspondence and reports. In addition, NASA Installations and individual organizations may have local electronic mail systems.

   b. When transmitting information electronically, there are special considerations. Be sure to identify the sender, agency, and the date in the text or identification section of the message so addressees can respond if necessary. **Print a record copy for the originating office to document official business, and note the uniform files index number on this copy along with the location and name of the electronic file.**

3. **Facsimile (Fax).** Use facsimile transmissions to transmit official business when there is not enough time to send documents through other mail services. Since faxing costs much more than ordinary mail services, fax only when necessary. Faxes must be followed up by sending the original correspondence for official record purposes. Sensitive and classified materials are sent via a secure fax system available at some Installations' communications centers.

4. **Lead Sheet for Fax Transmission**

   a. **NASA Form 1120.** Use NASA Form 1120, "Facsimile Transmission" (see Figure 5-1), as the first page of transmissions outside NASA. Show both the sending and receiving Installation names in the "TO:" and "FROM:" lines. In addition to the names of the person(s) addressed and local and FTS telephone numbers, show both the sending and receiving fax numbers, voice numbers, and office mail codes. The sender may provide additional information concerning the message in the "To:" section of the form. The office of primary responsibility for the transmission keeps the official file copy.

   b. **Page Size.** Pages to be transmitted may be 8 1/2 by 11 inches to 8 1/2 by 16 1/2 inches.

   c. **Multiple Address.** Fax machines are found in many NASA offices and are very efficient for sending time-critical information to one or two addressees. Your Installation communications center has the capability of sending to multiple addresses simultaneously at high speed.

5. **Approval Required.** Transmissions of more than 50 pages require the signature of a Branch Chief or higher level official and full justification in the body of the form.

6. **TELEX (Teleprinter Exchange)**

   a. Every Installation message center has the capability to send both domestic and worldwide telex messages. A telex is more costly and not as fast as a fax transmission. Generally, use telex only when fax or other means of communication are unavailable or impractical, e.g., when transmitting to the Soviet Union.

   b. See Figures 5-2 and 5-3 for examples of telex messages.

7. **Automatic Digital Network (AUTODIN) Messages**

   a. This communications network is often called the "military" circuit by communications center personnel--a reference to the fact that it is part of the Department of Defense's worldwide communications system that provides for the transmission of narrative message traffic. With the exception of some Installation message centers that have Secure Fax capability, AUTODIN is the ONLY AUTHORIZED SYSTEM for the transmission/reception of CLASSIFIED message traffic. AUTODIN communications are electronically enciphered prior to transmission. Check with the Installation message center to ensure they are cleared for the transmission/reception of classified traffic or have arrangements with an off-site facility to provide this service.

   b. Check with your Installation communications center for information on formats and use of AUTODIN.

8. **NASA Communications Network (NASCOM) Messages**

   a. The NASA Communications Network (NASCOM) provides operational communications in support of NASA projects and programmed activities. The NASCOM interconnects such facilities as NASA foreign and domestic tracking, telemetry, and command control stations; launch areas; test sites; and mission and network control centers. The NASCOM network is an unclassified network; NO CLASSIFIED TRANSMISSIONS ARE AUTHORIZED. NASCOM should only be used for the transmission of mission and nonmission message traffic that falls within the scope outlined above. NASCOM message traffic can be readily identified by the use of unique four-character routing indicators, e.g., GNHQ equates to NASA Headquarters.

   b. Contact your Installation message center for information on formats and use of NASCOM.

9. **Other Types of Communications Services**

    a.   Many Installation message centers provide additional types of electronic communications services. Each Center should make their users aware of services provided to ensure the service desired is available. Some of these services are:

        (I)   **Priority Letter.** Laser-printed priority letters are delivered within 2 business days in the United States.

        (2)   **Telegram.** Telegrams are delivered by telephone or printed copy in a few hours to any location within the United States (except Hawaii) and to Canada.

        (3)   **Cablegram.** Cablegrams are delivered overnight by printed copy to Hawaii and overseas locations. Send a cablegram to communicate with someone overseas who does not have a fax or telex.

        (4)   **Mailgram.** Mailgrams are overnight letters you can send to anyone in the United States, Puerto Rico, and Canada and are delivered with the next day's mail.

Figure 5-1

NASA FORM 1120,
"FAX"

Fax Equipment Telephone Number

Voice Telephone Number of Communications Center or Individual Sending Fax

Assigned by Communications Center

Originator

NASA National Aeronautics and Space Administration	Facsimile Transmission				
1. TRANSMITTING STATION NO.	2. VOICE PHONE CONTACT NO.	3. MESSAGE NO.	4. TOTAL PAGES (Including lead)		5. DATE
202-755-6235	202-453-8550	90-122	4		12-6-90

6. FROM (Name, organization, and location):	7. OFFICE CODE
HQS/Joe Langdon	DBD
	8. OFFICE PHONE NO.
	202-453-8527

9. TO (Include Office Code and telephone number.) (May also be used for remarks):

LaRC/185/George Roncaglia, Voice No. 928-2374, Fax No. 928-3800

These three pages describe Headquarters new policies on interlibrary loan procedures. Good luck with updating yours!

NASA FORM 1120 DEC 78 PREVIOUS EDITION MAY BE USED.

Figure 5-2
STANDARD FORM 14,
"TELEGRAPHIC MESSAGE (TELEX)"

TELEGRAPHIC MESSAGE

NAME OF AGENCY	PRECEDENCE	SECURITY CLASSIFICATION
NASA HEADQUARTERS	ACTION: ROUTINE INFO:	UNCLASSIFIED

ACCOUNTING CLASSIFICATION	DATE PREPARED	FILE
NHS-20 (MAIL CODE)	9-6-90 12:30 PM	

FOR INFORMATION CALL

NAME Henry J. Smith, Administrative Services Branch	PHONE NUMBER 453-8532	TYPE OF MESSAGE ☒ SINGLE ☐ BOOK ☐ MULTIPLE-ADDRESS

THIS SPACE FOR USE OF COMMUNICATION UNIT

MESSAGE TO BE TRANSMITTED *(Use double spacing and all capital letters)*

TO:

MIDWEST MANAGEMENT CENTER
FEDERAL SERVICES AGENCY
4271 OAK STREET
ST. LOUIS, MO 63121

USE SF 14 "TELEGRAPHIC MESSAGE" FOR ORIGINAL OF EACH PAGE OF A

TELEGRAM. FOR MULTIPLE-PAGE TELEGRAMS, FILL IN ALL APPLICABLE

SPACES ON FIRST PAGE. ON SUCCEEDING PAGES, FILL IN SPACES FOR SECURITY

CLASSIFICATION, PAGE NUMBER AND NUMBER OF PAGES.

SHOW INTERNAL DISTRIBUTION IN COLUMN 13 ON COPIES ONLY.

SHOW EXTERNAL DISTRIBUTION ON BLOCK 10. SEE FIGURE _____.

SKIP A LINE AFTER THE LAST LINE OF SIGNATURE BLOCK AND TYPE OFFICE

CODE, WRITERS INITIALS AND SURNAME, AND TYPISTS INITIALS ON OFFICIAL

FILE COPY.

	SECURITY CLASSIFICATION
PAGE NO. 1	NO. OF PGS. 1	UNCLASSIFIED

STANDARD FORM 14
REVISED 11-80
GSA FPMR (41 CFR) 101-35.306
(FOR CLASSIFIED MESSAGES, STAMP DOWNGRADING INSTRUCTIONS
OR TYPE AFTER LAST WORD OF TEXT OF MESSAGE, EXAMPLE: Deol:OADE)

(File Copy overlay, partial:)

...ASSIFICATION

...SIFIED

...SAGE ☐ BOOK ☐ MULTIPLE-ADDRESS

bcc:
DB/R. Warren
DBD/A. Trotta
DBD/Offical
     File 1450

DBD/HSmith:cam:9/6/90:x8522

	SECURITY CLASSIFICATION
PAGE NO. 1	NO. OF PGS. 1	UNCLASSIFIED

STANDARD FORM 14
REVISED 11-80
GSA FPMR (41 CFR) 101-35.306

Figure 5-3

ADDRESSING TELEXES

MESSAGE TO BE TRANSMITTED *(Use double spacing and all cap*

TO: ARTHUR PAGE CO.
    ATTN: ROBERT BRACKLE
    4312 NORTH 34 STREET
    SALT LAKE CITY, UT   84102
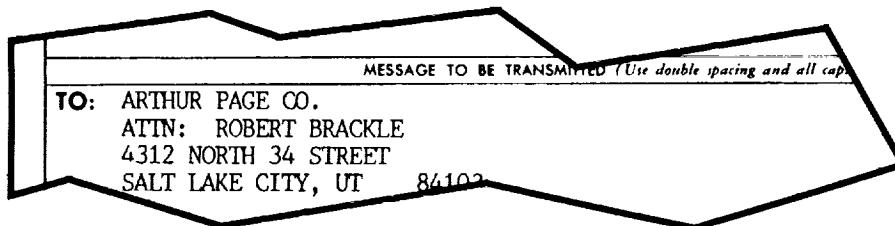
A. SINGLE ADDRESS—COMMERCIAL SYSTEM

MESSAGE TO BE TRANSMITTED *(Use doub*

TO: ATTACHED LIST
    (28 ADDRESSEES)
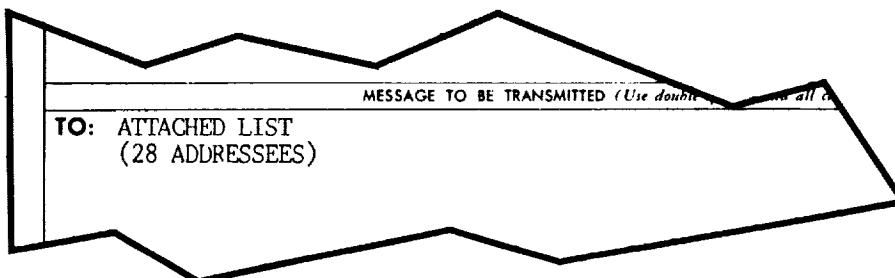
B. BOOK OR MULTIPLE-ADDRESS

MESSAGE TO BE TRANSMITTED *(Use*

TO: TRW CORPORATION, SEATTLE, WA   98118
    ATTN: E.G. JONES, MGR.
    TRW CORPORATION, DENVER, CO   80236
    ATTN: ALLEN BROWN, MGR.
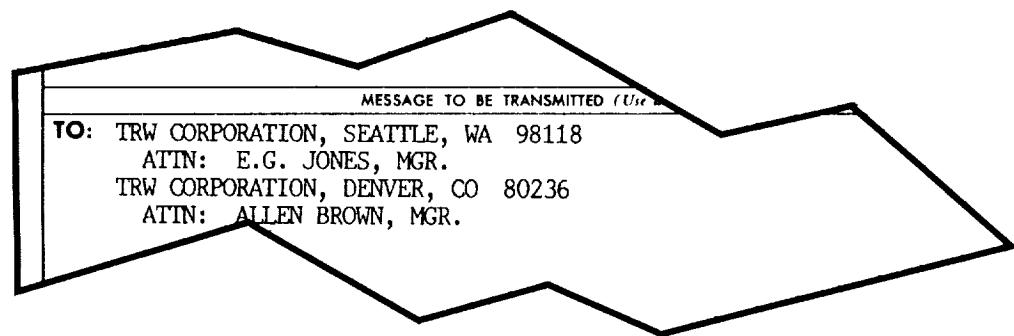
C. MULTIPLE-ADDRESS—2 OR MORE ADDRESSEES

MESSAGE TO BE TRANSMITTED *(Use double spacing and all*

TO: LEWIS RESEARCH CENTER
    ATTN: DA01/L. HUNT
    INFO: BA01/J. BROWN
    AMES RESEARCH CENTER
    ATTN: C-233-14/R. ROBINSON
    INFO: C-233-14/B. CHENIER
    MARSHALL SPACE FLIGHT CENTER
    ATTN: CN22/GLYNDON LOFTIS
    UNCLAS S RM-738

    NASA USES DIRECT LINE FOR TRANSMITTAL OF MESSAGES WHICH PROVID
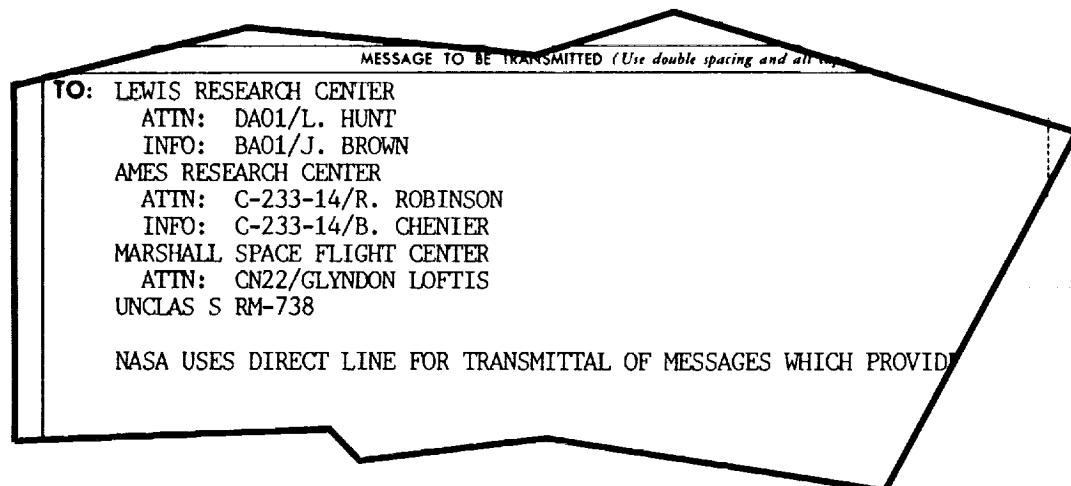
D. MULTIPLE-ADDRESS. —"ACTION AND INFO ADDRESS"

CHAPTER 6: ENVELOPES AND MAILING

1. **General. All mail must be processed by a NASA mailroom. Never place official Government mail in outside mailboxes.** This Chapter explains how to address letter-size envelopes for unclassified correspondence. Ask your Mail Manager, or consult your Installation mail handbook, about types, costs, and restrictions on special mail services such as registered mail, bulk mailing, pouch, and messenger services.

2. **Envelopes**

   a. Use printed indicia envelopes (see Figure 6-1) to send official mail through the U.S. Postal Service to other NASA Installations and outside addressees.

   b. Use printed indicia labels on plain envelopes and packages.

   c. Envelopes other than those described in subparagraphs a. and b. above are not used unless cleared with the Installation mailroom to ensure they meet U.S. Postal Service restrictions.

   d. Use of window envelopes is encouraged for general correspondence. However, do not use window envelopes for mail going outside the United States, for correspondence involving national security, or for material which is highly confidential to the Agency or addressee.

   e. To avoid the extra charge for mailing large envelopes, fold correspondence (up to six pages) and send it in letter-size envelopes. Use the smallest size envelope for all mailing requirements (see Figure 6-1).

   f. Cover staples used to close padded envelopes with tape.

3. **Address Placement (see Figure 6-2)**

   a. Position the address on standard letter-size envelopes within the automatic machine reading zone.

   b. Type, stamp, or machine-print the address. Avoid script or other fancy styles.

   c. All uppercase letters and no punctuation (except the hyphen in the nine-digit zip code) **are preferred but not required** by the U.S. Postal Service. However, the Postal Service's optical character readers will read the traditional style of address (upper and lowercase letters with punctuation).

   d. Use the approved two-letter abbreviations shown in Figure 6-3 in letters wherever a state appears as part of an address. But don't use these abbreviations in the body of correspondence.

e. Enter the mail stop of the originating office in the top left corner of the envelope for identification in case of nondelivery.

f. When an attention line is necessary, always put it on the first line.

g. Ensure that the address is in proper sequence:

NASA

MS JANE M DOE
MANAGER
MAIL STOP 120 -2
AMES RESEARCH CENTER
NATIONAL AERONAUTICS AND SPACE
 ADMINISTRATION
MOFFETT FIELD CA 94035

Industry

MANAGER ADVANCED PROGRAMS
ATTN MR JOHN M DOE
ASTRONAUTICS DIVISION
LOCKHEED MISSILES AND SPACE COMPANY INC
1111 LOCKHEED HWY
SUNNYVALE CA 94089-3504

University

DR JOHN M DOE
PROFESSOR AND DIRECTOR
CENTER FOR AERODYNAMIC STUDIES
DEPARTMENT OF AERONAUTICS AND
 ASTRONAUTICS
MASSACHUSETTS INSTITUTE OF TECHNOLOGY
CAMBRIDGE MA 02139

Military

REAR ADMIRAL JOHN M DOE USN
COMMANDER
NAVAL AIR TEST CENTER
NAVAL AIR STATION
DEPARTMENT OF THE NAVY
PATUXENT RIVER MD 20670-5304

Foreign

MR THOMAS CLARK
117 RUSSELL DRIVE
LONDON WIP6HQ
ENGLAND

4. **Classes of Mail.** All domestic mail received in NASA mailrooms is processed as first-class or priority mail according to weight limitations unless special services are requested. Whenever feasible, bulk mail is processed as third- or fourth-class mail.

5. **Mail Service Within an Installation.** Use U.S. Government Messenger Envelopes (Standard Forms 65, 65A, and 65B) to send mail within the same NASA Installation.

6.   **Mail Service to Other NASA Installations.** Use printed indicia envelopes with the full address and return address to send mail to other NASA Installations whether through pouch or regular mail.

7.   **Foreign Mail.** Handle all correspondence to foreign countries according to the instructions provided by the International Relations Division, NASA Headquarters. See Appendix D for additional guidelines.

8.   **Classified Mail.** See Chapter 7.

Figure 6-1
USE CORRECT SIZE ENVELOPE FOR MOST COST-EFFECTIVE WAY TO MAIL

Use white indicia envelopes for 1 to 6 folded pages

4 1/8" x 9 1/2"

$.29
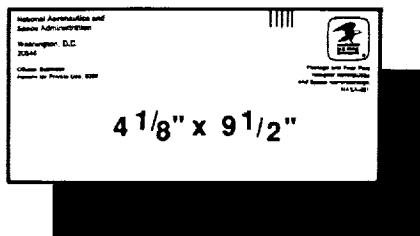
Use brown indicia envelopes for more than 6 pages and items that cannot be folded (photos, diplomas, negatives, etc.):

6 1/8" x 9 5/8"

$.52

11 7/8" x 9 7/8"

$.95

14 7/8" x 9 7/8"

$1.90
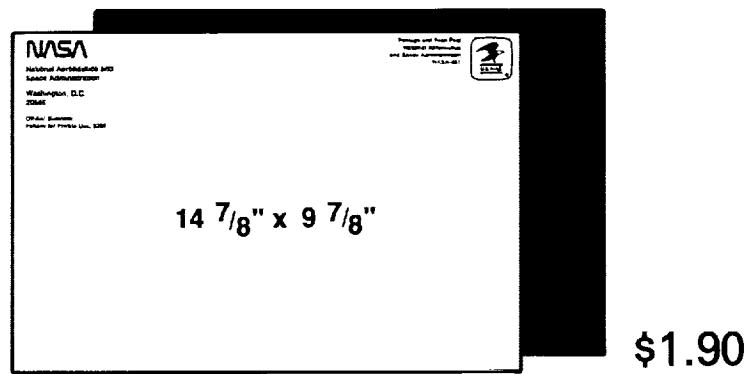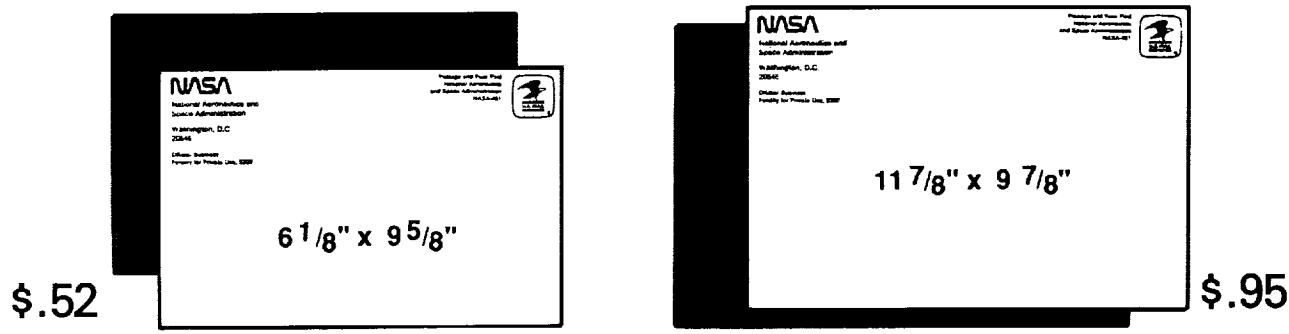
Note: Costs are approximate 1991 processing costs

Figure 6-2

THE PERFECT ADDRESS NEEDS
PERFECT PLACEMENT

Placing the address within the automatic machine reading zone is important to efficient mail processing.

Return Address Area	**(Not Drawn to scale)**		**Postage Area**

Address Position

Non-Address Data	CRPS 03672
Information/Attention	MR J DOE
Name of Recipient	JOHN DOE
Delivery Address	123 MAIN ST RM 456
Post Office/State/ZIP	CINCINNATI OH 45202-2803

1" 2 3/4" 5/8" 1"

Leave This Space Clear

4 1/2"
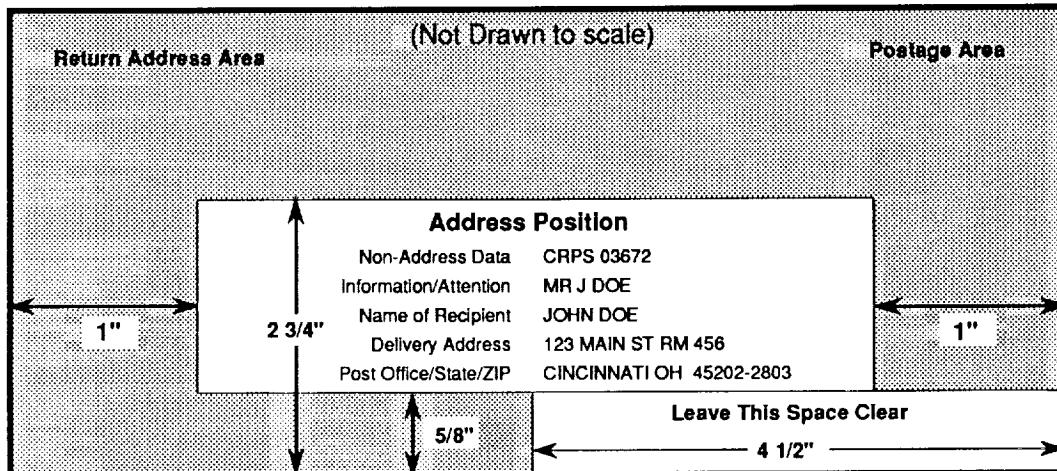
Any non-address information, such as logos, advertising, etc., should be placed above delivery address line.

COMMON PROBLEMS

NOT ENOUGH CONTRAST : (CHARACTERS FADED)	ADDRESS SLANTED:
Ms. Joanne Massey Mail Code LD NASA Headquarters Washington, DC 20546	Ms. Rose Wilson Mail Code AA Lyndon B. Johnson Space Center, NASA Houston, TX 77058
SCRIPT TYPE FONT : (HARD TO READ)	**CHARACTERS TOUCH:**
MS. Carol Johnson *2406 57th Place* *Cheverly, MD 20785*	Ms. Fb Garcia Mail Code OF Dryden Flight Research Facility, NASA PO Box 273 Edwards, CA 93523
DOESN'T FIT WINDOW:	**LOGO BELOW DELIVERY ADDRESS LINE:**
Ms. Joanne Mail Code DB NASA Headqu	Ms. Norma Holmes 2410 Knowledge Lane Bowie, MD 20715 (GHI)

NON-ADDRESS INFORMATION BELOW DELIVERY ADDRESS LINE:
Administrative Services Branch NASA Headquarters Washington, DC 20546 Attn: DBD/Bessie Berry

THE U.S. POSTAL SERVICE THANKS YOU!

Figure 6-3

U.S. POSTAL SERVICE APPROVED
STATE ABBREVIATIONS FOR ADDRESSES

USE ALL CAPITALS - NO PUNCTUATION

Alabama	AL	Montana	MT
Alaska	AK		
Arizona	AZ	Nebraska	NE
Arkansas	AR	Nevada	NV
		New Hampshire	NH
California	CA	New Jersey	NJ
Colorado	CO	New Mexico	NM
Connecticut	CT	New York	NY
		North Carolina	NC
Delaware	DE	North Dakota	ND
District of Columbia	DC		
		Ohio	OH
Florida	FL	Oklahoma	OK
		Oregon	OR
Georgia	GA		
Guam	GU	Pennsylvania	PA
		Puerto Rico	PR
Hawaii	HI		
		Rhode Island	RI
Idaho	ID		
Illinois	IL	South Carolina	SC
Indiana	IN	South Dakota	SD
Iowa	IA		
		Tennessee	TN
Kansas	KS	Texas	TX
Kentucky	KY		
		Utah	UT
Louisiana	LA		
		Vermont	VT
Maine	ME	Virgin Islands	VI
Maryland	MD	Virginia	VA
Massachusetts	MA		
Michigan	MI	Washington	WA
Minnesota	MN	West Virginia	WV
Mississippi	MS	Wisconsin	WI
Missouri	MO	Wyoming	WY

CHAPTER 7: CLASSIFIED CORRESPONDENCE

1. **General.** Follow NHB 1620.3, "NASA Physical Security Handbook," to prepare, mark, and handle classified correspondence. If instructions conflict, NHB 1620.3 takes precedence over this Handbook.

2. **Equipment and Supplies.** Prepare classified correspondence on an accredited typewriter or computer. Correspondence must be reproduced on approved copy machines. Contact the Installation Security Officer regarding the accreditation and approval of your equipment.

3. **Safeguards.** Mark and safeguard working materials (notes, drafts, ribbons, disks, etc.) in a secure storage container approved by the Installation Security Officer. Prior to leaving your work area, ensure that all classified material is properly secured in an approved container.

4. **Format.** Prepare classified correspondence in the same format as unclassified correspondence.

5. **Marking the Document (see Figure 7-1)**

   a. **Overall Marking.** Stamp the appropriate overall classification (CONFIDENTIAL, SECRET, or TOP SECRET) plainly and conspicuously about 1/4 inch from the top and bottom of each page of the document.

   b. **Portion Marking.** The writer of the document must indicate the individual classification, or lack thereof, of each component (subject, title, or paragraph) of the document and any additional required markings and notations.

   c. **Page, Copy, and Series Numbering.** Apply serial marks to the upper right corner of all Secret (optional for internal NASA Secret) and Top Secret documents. This marking is not required for Confidential documents.

   d. **Classified by/Declassification on Marking.** Apply this marking to the lower right corner of all Confidential, Secret, and Top Secret documents. Refer to NHB 1620.3 for information on officials authorized to make classification, declassification, and downgrading decisions; procedures for declassification; and derivative classification determinations required when classified information is extracted from source documents and restated in other documents.

6. **Mailing Classified Correspondence (see Figure 7-2)**

   a. **Within a NASA Installation.** Cover classified correspondence sent within a NASA Installation with an appropriate classified cover sheet (SF 703, SF 704, or SF 705). Hand-carry classified documents to a cleared person or accountable

records custodian. A classified material receipt is no longer required **within** the same NASA Installation.

b.   **Outside a NASA Installation.** Send security classified mail by registered mail (for Secret or Confidential) or certified mail (for Confidential) through a NASA mailroom. Enclose Secret and Confidential correspondence sent outside your Installation in sealed, opaque inner and outer envelopes. Type the full address and return address on both envelopes. Mark the highest category of classification on the inner envelope **ONLY.** Attach a classified material receipt (NASA Form 387) to the inner envelope. For instructions on sending Top Secret material, refer to NHB 1620.3 or your Installation Security Office.

c.   **Oversized Packages.** When a package is too large to be prepared as described in subparagraph b., consult the Installation Security Officer for specific instructions.

d.   **Telegraphic Messages.** Figure 7-3 shows the marking required to send a classified telegraphic message.

Figure 7-1

CLASSIFICATION MARKINGS

(A) Stamp highest overall classification marking ¼″ from top center of document and on each continuation page

(C) Apply Top Secret/Secret serial marking to upper right-hand corner of first page of all classified documents except Confidential (optional for internal NASA Secret)

SECRET PAGE 2
(OR HIGHEST CLASSIFICATION OF PAGE)

NASA **SECRET**

This Document Consists
of _____ Pages
Copy No _____ of _____ Copies
Series _____

National Aeronautics and
Space Administration

Washington D C
20546

Example:

This Document Consists
of __2__ Pages.
Copy No. __1__ of __3__ Copies,
Series _____ A _____ .

NIS-5   April 22, 1981

TO:

FROM: NIS-5/Chief, NASA Security Office

SUBJECT: Portion Marking (U)

1. (U) This is a sample of a fairly complex document with
multiple parts (paragraphs and subparagraphs). It has been
created for the purpose of demonstrating the proper method of
applying portion classification markings. In this sample,
paragraph "1" in its totality would contain Secret information
but the lines of the opening paragraph would not as indicated by
the precursory marking "(U)".

    a. (S) In continuing the graphic illustration of the proper
techniques of applying portion classification markings, this part
(paragraph or subparagraph) of the sample document would contain
information classified Secret as is indicated by the precursory
marking "(S)".

    1. (S) Again, this part (paragraph or subparagraph) of
the document would contain information classified Secret within
these lines.

       a. (C) Every part of a classified document is to
be viewed by itself and portion classification markings applied
accordingly. These lines would contain information classified as
Confidential.

          (1) (S) These lines would contain information
that is Secret. Bear in mind that the objective of portion classi-
fication marking is to eliminate doubt as which portions contain or
reveal classified information.

Classified by _____

Declassification on _____

SECRET

(D) Apply to bottom right corner of first page only. Refer to NHB. 1610.6

(B) Stamp highest overall classification marking ¼″ from bottom center of document and on each continuation page

Figure 7-2

TRANSMITTING CLASSIFIED LETTERS

WITHIN A NASA INSTALLATION

STANDARD FORM 703 (8-85)
PRESCRIBED BY GSA/ISOO
32 CFR 2003

STANDARD FORM 704 (8-85)
PRESCRIBED BY GSA/ISOO
32 CFR 2003

STANDARD FORM 705 (8-85)
PRESCRIBED BY GSA/ISOO
32 CFR 2003

OUTSIDE A NASA INSTALLATION

ADDRESS AND RETURN
ADDRESS

CLASSIFICATION
ON INNER
ENVELOPE ONLY

ADDRESS AND RETURN
ADDRESS
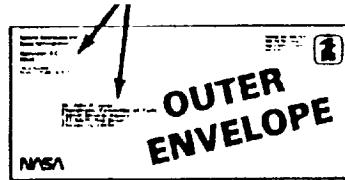
USE OPAQUE
OUTER ENVELOPE

Figure 7-3

MARKING
TELEGRAPHIC MESSAGES

STAMP OR TYPE OVERALL
MESSAGE CLASSIFICATION
MARKINGS IN TOP AND
BOTTOM RIGHT HAND
CORNER BLOCKS

FOLLOW PORTION
MARKING GUIDELINES
IN MARKING
MESSAGE TEXT

TELEGRAPHIC MESSAGE

NAME OF AGENCY	PRECEDENCE ACTION INFO	SECURITY CLASSIFICATION CONFIDENTIAL
ACCOUNTING CLASSIFICATION	DATE PREPARED	TYPE OF MESSAGE
FOR INFORMATION CALL		☐ SINGLE ☐ BOOK
NAME	PHONE NUMBER	☐ MULTIPLE ADDRESS

THIS SPACE FOR USE OF COMMUNICATION UNIT

MESSAGE TO BE TRANSMITTED *(Use double spacing and all capital letters)*

TO:

TELEGRAPHIC MESSAGE FORM

DECLASSIFICATION DATE

PAGE NO	NO OF PGS	SECURITY CLASSIFICATION CONFIDENTIAL

STANDARD FORM 14
REVISED AUGUST 1967
GSA FPMR (41 CFR) 101-35.306

TYPE DECLASSIFICATION
DATE AS LAST LINE OF
MESSAGE TEXT
ON EACH PAGE
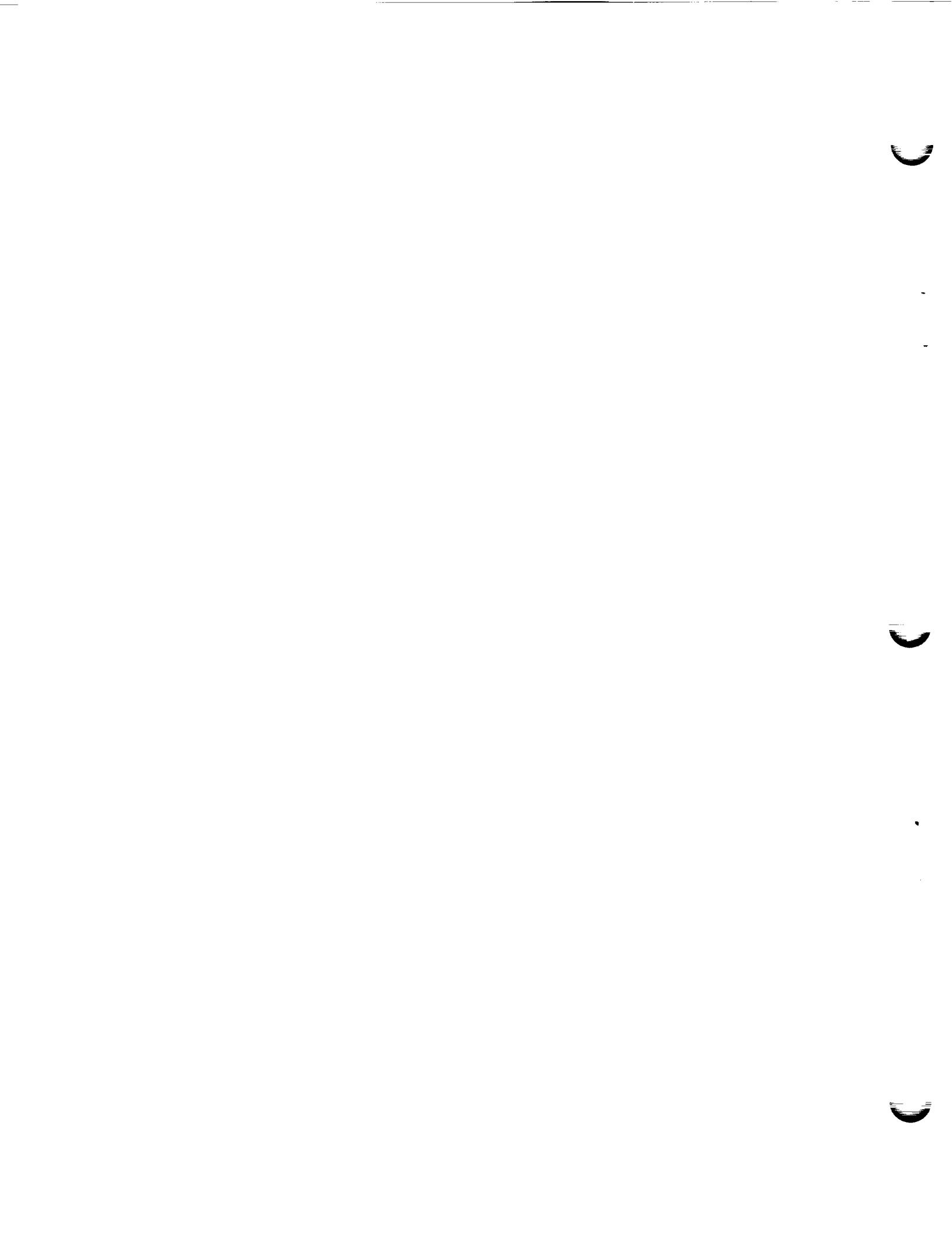
APPENDIX A: ADMINISTRATOR'S CORRESPONDENCE
PREPARATION AND CONTROL

1. **General.** Before preparing memos or letters for officials in the Office of the Administrator, study the figures in this Appendix. Prepare correspondence for signature of the officials in the Office of the Administrator in a clear, direct, and concise style and confine to one page whenever possible. If additional information is essential to the case, develop it in an enclosure.

    a. **Letters.** Prepare letters in the modified semiblock style, indenting paragraphs five spaces (see Figure A-1). Do not right-justify margins.

    b. **Memos.** Prepare memos in block style following the general guidelines outlined in Chapter 3, "Memorandums" (see Figure A-2). Do not right-justify margins.

    c. **Approval Memos.** When requesting approval of officials in the Office of the Administrator, prepare a memo for the officials' signatures containing the hoped-for response. See Figure A-3.

    d. **White House and Congressional Correspondence.** See Appendix B, "White House and Congressional Correspondence."

2. **Stationery.** Use Administrator's letterhead for preparing letters and memos for signature of officials in the Office of the Administrator. Administrator's letterhead is available from the Administrator's Correspondence and Files Unit, Code AEM.

3. **Type.** Use courier, 10-pitch pica type for the Administrator's correspondence.

4. **Reply to Attn of:.** The Administrator's letterhead does not contain a "Reply to Attn of:" line. Do not show the originating office's code and mail stop on either original memos or letters.

5. **Date.** Do not date the letter or memo. Correspondence is stamp dated in the Administrator's office on the date of signature.

6. **Salutation.** Appendix E lists models of address including proper salutations. For addresses not listed, or if in doubt as to proper salutation or complimentary close, call Code A E M.

7. **Complimentary Close/Signature Block on Letters.** Type the complimentary close and signature block on letters on the right (see Figure A-1). Page A-5 of this Appendix shows the proper complimentary close and signature blocks for officials in the Office of the Administrator.

8. **Copies**

    a.   Code AEM requires three file copies:

- Yellow official file copy   - Showing concurring initials;
  (NASA Form 1267)   Code AEM official file copy

- White file copy   - Code AEM file copy
  (Plain bond)

- White file copy   - Stamped and returned to action office as their
  (Plain bond)   official file copy; action office uses this copy to
                        reproduce and distribute bcc's. (Code AEM
                        distributes cc's.)

        All copies must be legible. The action office keeps only a pending copy.

    b.   Place reproduced copies of the unsigned original for each courtesy copy behind Code AEM's file copies at the back of the assembled package. For addressees outside NASA Headquarters, include properly addressed envelopes with these reproduced copies (see paragraph 13.c. of this Appendix).

9. **Distribution of Copies.** Keep reproduction and distribution of information copies to the minimum required.

    a.   **Courtesy Copies (cc's).** Type cc's on the original only when it's necessary for the recipient of the letter to know who received copies. After signature, Code AEM will distribute cc's (photocopies of original included in package). For cc's outside NASA Headquarters, Code AEM will use copies of photocopied original and preaddressed envelopes already included in the package.

    b.   **Blind Courtesy Copies (bcc's).** Type bcc's on file copies only. The bcc's include all concurring officials and individuals who received a copy of the incoming document. After obtaining signature, Code AEM returns a file copy to the preparing office for reproduction and internal NASA distribution.

10. **Administrator's Control Number and Suspense Date.** Show the Administrator's control number and suspense date on all file and internal information copies (bcc's). Do not include any of this identifying information on cc's or copies going outside NASA.

11. **Identification of Office, Writer, and Typist.**

        Example:

        BPM/RFJones:pld:12/12/78:4831

BPM/RFJones:pld:12/12/78:4831
Rewritten:BFB/JLSmith:ofb:1/4/79:3675
Retyped:BFB/ofb:1/5/79:3675

12. **Action Document Summary (ADS)**

a. NHQ Form 117, "Action Document Summary," summarizes important aspects of the letter or memo submitted for signature. Detailed instructions for preparing the ADS are shown in Figure A-4. The original ADS will be retained by Code AEM, with a copy returned to the originator.

b. ADS guidelines:

(1) Type legibly (neat corrections are acceptable).

(2) Type on the original form or on a reproduced copy.

(3) Limit to one page. If it is necessary to use two pages, use plain bond for the second page.

(4) Write in third person.

13. **Assembly for Signature**

a. When the letter is ready for final review and signature, assemble it as shown in Figures A-5 and A-6.

b. The following needed supplies should be in good condition:

(1) One manila folder and one-half manila folder as backing;

(2) Routing slip (NASA Form 26) attached to top of the manila folder, indicating routing to concurring offices;

(3) Action Document Summary, NHQ Form 117;

(4) Signature and Incoming Tab, NASA Form 422;

(5) Concurrence and Background Tab, NASA Form 423;

(6) Executive Correspondence Cover; and

(7) Five binder clips.

c. Preaddressed envelopes (appropriate size) are included in the package to mail the original and copies to addresses outside NASA. Address envelopes properly with office code of signer indicated in the top left corner (e.g., Codes A, AD, ADA, ADB, AE).

d. If the letter has enclosures, attach an extra set to the yellow official file copy (NASA Form 1267).

14. **Routing.** The action or originating office is responsible for hand-carrying Administrator's signature packages between all offices for concurrences and, ultimately, to Code AEM. The package should not remain in any one office for more than 24 hours and should reach Code AEM prior to the suspense date.

15. **Control of Office of the Administrator's Correspondence.** Code AEM screens, controls, assigns, and distributes all correspondence addressed to or signed by officials in the Office of the Administrator. Each Headquarters Office has the following responsibilities:

   a. Establishing and maintaining a control system for flow of the Office of the Administrator correspondence.

   b. Reviewing incoming documents to ensure action has been assigned to the appropriate person or office.

   c. Ensuring response deadlines are appropriate and are met.

   d. Reviewing the signature package to ensure that all the guidelines of this Appendix have been met.

   e. Hand-carrying documents to AEM for signature and dispatch.

16. **Coordination of Assigned Actions**

   a. **Reassigning Action.** If an action has been misassigned, call Code AEM immediately on 202-453-8555 to have the action properly reassigned.

   b. **Extending or Canceling Suspense Requirements.** Immediately upon receipt, review the action document to see if the suspense date can be met. If an extension is required, state the reasons for the extension on a routing slip (NASA Form 26) and forward to Code AEM for approval.

   c. **Interim Reply.** Whenever a delay in responding to an incoming letter is anticipated, prepare an interim reply from the appropriate official acknowledging receipt of the incoming letter and stating when a final reply can be expected (see Figure A-7). A new suspense date should be set accordingly. A copy of the interim reply must be furnished to Code AEM prior to the expiration of the original suspense date.

   d. **Telephone Reply.** When a reply to a letter is handled by a telephone conversation, forward a memorandum or routing slip (NASA Form 26) to Code AEM stating the following: "Handled by telephone conversation between (NASA official) and (addressee) on (date)," then give a brief summary of the telephone conversation.

Code AEM stating the following: "Handled by telephone conversation between (NASA official) and (addressee) on (date)," then give a brief summary of the telephone conversation.

e. **Change in Designation of Signing Official**

(1) If a reply needs to be signed by an official outside the Administrator's Office (e.g., head of a Headquarters Office), request a change of signature level in writing or by telephone from Code AEM.

(2) When a reply is sent from a Headquarters Office, send a bcc, with the Administrator's identifying control number, to Code AEM. The sending office prepares and sends all required copies.

17. **Signature Blocks for Officials in the Office of the Administrator**

Principal	Complimentary Close/Signature Block
Administrator	Sincerely, Richard H. Truly Administrator
Deputy Administrator	Sincerely, (Vacant) Deputy Administrator
Associate Deputy Administrator	Sincerely, Samuel W. Keller Associate Deputy Administrator
Assistant Deputy Administrator	Sincerely, John E. O'Brien Assistant Deputy Administrator
Executive Officer	Sincerely, Jessie J. Harris Executive Officer

Figure A-1

ADMINISTRATOR'S STANDARD LETTER

NASA

National Aeronautics and
Space Administration

Washington, D.C.
20546

Office of the Administrator

(Align)

(3 or 4 Typing Returns)

(Dated in AEM After Signature)

Mr. Rudolph J. Jones
President
The Jones Company
Topeka, KS   45623

(3 Typing Returns)

Dear Mr. Jones:

(2 Typing Returns)

This is an example of a personalized letter for signature of officials in the Office of the Administrator. The following instructions will apply.

Administrator's letterhead must be used. Correspondence is typed single-spaced in Courier 10 pitch only. Do not right-justify margin. Do not double-space a short letter.

Set the left margin in line with the left edge of the NASA logo. This will allow a 1-1/8 inch margin. Type the address at the left margin three typing returns below "Office of the Administrator." Type the salutation three typing returns below the last line of address. Indent five spaces for each new paragraph. The complimentary close and signature block should be typed to the right as shown in this figure.

(← 1 1/8″)   *(1″ →)*

Correspondence for signature of the principals in the Office of the Administrator should be prepared in a clear, direct, and concise style and should be confined to one page when possible. If additional information is essential, it should be developed in an enclosure.

Correspondence to be signed by officials in the Office of the Administrator will be dated at the time of actual signature. Include an addressed envelope suitable to the material being mailed.

                                    Sincerely,   *(2 Typing Returns)*

                                    Richard H. Truly   *(4 or 5 Typing Returns)*
                                    Administrator

(2 Typing Returns)

Enclosure

(1″)

bcc:
B/Mr. Smith
AEM(A90-01234:1/6/90) Official File 1450

BPM/RFJones:pld:12/12/89:4831

CONCUR	CODE →					
	SIGNATURE →					
	DATE →					

NASA FORM 1267 SEP 91 PREVIOUS EDITIONS MAY BE USED

OFFICIAL FILE COPY

Figure A-2
ADMINISTRATOR'S STANDARD MEMO

NASA

National Aeronautics and
Space Administration

Washington, D.C
20546

Office of the Administrator

March 11, 1991

TO: Officials-in-Charge of Headquarters Offices
Directors, NASA Field Installations
Director, Jet Propulsion Laboratory

FROM: A/Administrator

SUBJECT: NASA Honor Awards

This memorandum takes note of a TQM initiative that made a difference.

Last June, I asked Colonel Charles Bolden to lead an Agencywide review of the policies and process through which NASA honor awards are determined. The purpose was to ensure our awards system was as fair and efficient as possible. In particular, I asked the group to examine ways in which NASA could ensure recognition of excellence throughout the entire workforce, without regard for wage level or occupational speciality.

Colonel Bolden presented th~ ~~~ study group, aimed at impr~ senior manao~~

**Note: Use the standard memo format
on Administrator's letterhead.**

ADMINISTRATOR'S APPROVAL MEMO

NASA

National Aeronautics and
Space Administration

Washington, D.C.
20546

Office of the Administrator

June 27, 1991

TO: S/Associate Administrator for Space Science and
            Applications

FROM: A/Administrator

SUBJECT: Approval of Name Change for Gamma Ray Observatory

Your request to rename the Gamma Ray Observatory as the "Arthur
Holly Compton Gamma Ray Observatory" is approved.
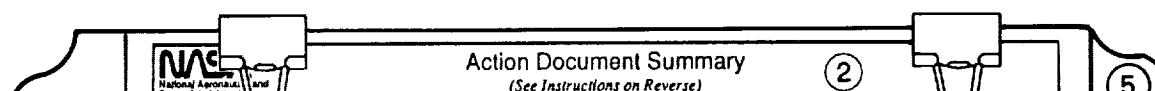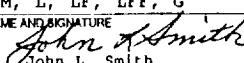
Richard H. Truly

Note: When requesting the approval of an official in the Office of the
Administrator, prepare a memo stating the hoped-for response
for signature.

A-8

C-2

Figure A-4
NHQ FORM 117,
"ACTION DOCUMENT SUMMARY (ADS)"

NASA
National Aeronautics and
Space Administration

Action Document Summary
(See Instructions on Reverse)

1. CONCURRENCES

CODE	SIGNATURE	DATE IN	DATE OUT	CODE	SIGNATURE	DATE IN	DATE OUT
L							
G							
ADA							

2. NAME OF ACTION OFFICER
Tom Mont

3. TYPIST'S NAME
Jean Dunn
EXT. 453-8330

CODE: LFF

4. ADMINISTRATOR'S CONTROL NO.
A91-01234

TELEPHONE NO. (Or extension)
453-2050

5. SUSPENSE DATE
7/10/91

6. SUBJECT
Invitation to Speak to the XYZ Club on November 29, 1991, in New York City

7. SUMMARY
Mr. C. E. Lewis, Jr., President of the XYZ Club in New York City, has invited the Administrator to speak to the XYZ Club at a luncheon on November 29, 1991, at the Biltmore Hotel in New York City. The luncheon will begin at 12:00 noon. Mr. Lewis has suggested a 20- to 30-minute talk.

The proposed response accepts Mr. Lewis' invitation.

ACTION:

Signature by the Administrator.

3 ENCLOSURES:
1. Proposed ltr. to Mr. Lewis from the Administrator
2. Incoming ltr. to the Administrator from Mr. Lewis dtd. 6/19/91
3. List of previous speakers and topics (background)

8. DOCUMENT DISTRIBUTION
A, AD, ADA, AEM, L, LF, LFF, G

9. TYPED NAME AND SIGNATURE
John L. Smith

CODE: LF   EXT: 453-8326

10. DATE
6/29/91

SUBMITTED BY

NHQ FORM 117 AUG 90 PREVIOUS EDITION IS USABLE.

Callout boxes:

Enter single letter mail codes of originating office and all Headquarters offices. Do not type names in the signature column. Concurring officials sign their full names and enter the date the package arrived in their office and the date on which it left.

Action officer is the person preparing the response.

Summarize incoming; state purpose or significance of correspondence, essential facts, pertinent background information, and justification for recommended action.

Summarize proposed response.

State action requested so official need only concur, approve, or sign document.

List signature item as Enclosure 1. List incoming (if one) as Enclosure 2. List background information as Enclosure 3, 4, etc.

Enter mail codes of individuals receiving information/file copies (cc's and bcc's). Should include concurring officials and those individuals who received copies of incoming.

Division director or equivalent.

Suspense date assigned by AEM. If none, date by which signature is desired with explanation in block 7.

Type or stamp date at time of signature/dispatch from originating office.

ASSEMBLY OF "A" PACKAGE
(LEFT SIDE OF FOLDER)

Action Document Summary (See Instructions on Reverse) ②

CONCURRENCES

CODE	SIGNATURE	DATE IN	OUT	CODE	SIGNATURE	DATE	OUT
L	Henry Green	7/2	7/2				
G	Ralph Brown	7/3	7/3				
ADA	Michael Cox	7/3	7/3				

2. NAME OF ACTION OFFICER: Tom Mont — CODE: LFF — TELEPHONE NO. (Or extension): 453-2050

3. TYPIST'S NAME: Jean Dunn — EXT. 8330 — 4. ADMINISTRATOR'S CONTROL NO.: A90-01234 — 5. SUSPENSE DATE: 7-10-90

6. SUBJECT
Invitation to Speak to the XYZ Club on November 29, 1990, in New York City

7. SUMMARY

Mr. C. E. Lewis, Jr., President of the XYZ Club in New York City, has invited the Administrator to speak to the XYZ Club at a luncheon on November 29, 1990, at the Biltmore Hotel in New York City. The luncheon will begin at 12:00 noon. Mr. Lewis has suggested a 20- to 30-minute talk.

The proposed response accepts Mr. Lewis' invitation.

ACTION:

Signature by the Administrator

3 ENCLOSURES:
1. Proposed ltr. to Mr. Lewis
2. Incoming ltr. to the Administrator from Mr. Lewis dtd 6/19/90
3. List of previous speakers and topics (under background)

8. DOCUMENT DISTRIBUTION

A, AD, ADA, AEM, L, LF, LFF, G

SUBMITTED BY — 9. TYPED NAME AND SIGNATURE: John L. Smith — CODE: LF — EXT. 8326 — 10. DATE: 6-29-90

NHQ FORM 117 AUG 90 PREVIOUS EDITION IS USABLE.

Tabs: ⑤ BACKGROUND — ④ INCOMING — ③ CONCURRENCE

LEFT SIDE OF FOLDER

1. MANILA FOLDER
2. ACTION DOCUMENT SUMMARY (NHQ FORM 117)
3. CONCURRENCE TAB (NASA FORM 423) FOLLOWED BY YELLOW OFFICIAL FILE COPY (NASA FORM 1267) INCLUDING A COPY OF ANY ENCLOSURES.
4. INCOMING TAB (NASA FORM 422) FOLLOWED BY INCOMING CORRESPONDENCE
5. BACKGROUND TAB (NASA FORM 423) FOLLOWED BY BACKGROUND INFORMATION (IF APPROPRIATE)

Figure A-6
ASSEMBLY OF "A" PACKAGE
(RIGHT SIDE OF FOLDER)

NASA
National Aeronautics and
Space Administration
Washington
20546
Office of the Administrator

EXECUTIVE CORRESPONDENCE

⑨ ENCLOSURE(S)

⑪

⑫

⑦

⑧ SIGNATURE

⑩

DO NOT WRITE ON THIS COVER AS IT IS INTENDED FOR RE-USE ⑥
RETURN IT WITH THE FILE COPIES TO ORIGINATING OFFICE

①

RIGHT SIDE OF FOLDER

6. EXECUTIVE CORRESPONDENCE PLASTIC COVER SHEET
7. LETTER(S) TO BE SIGNED
8. SIGNATURE TAB (NASA FORM 422) IF MORE THAN ONE PAGE
9. ENCLOSURE(S)
10. ENVELOPE BEHIND ORIGINAL
11. INFORMATION COPIES (CLIPPED TO BACK OF FOLDER) INCLUDING
    ANY NECESSARY ENVELOPES FOR CC's.
12. MANILA BACKING (PLACED BEHIND COPIES)

(Items 11 and 12 are attached with a third clip in the center of the folder)

A-11

Figure A-7

INTERIM REPLY
TO ADMINISTRATOR'S CORRESPONDENCE

NASA

National Aeronautics and
Space Administration

Washington, D.C.
20546

Reply to Attn of L

January 5, 1991

The Honorable Joseph L. Lewis
United States Senate
Washington, DC   20510

Dear Senator Lewis:

This acknowledges your January 1, 1991, letter to the
Administrator on behalf of Mr. John E. Smith concerning a patent
problem.

You will hear from us again after we have reviewed all the facts
bearing on the problem.

Sincerely,

Lynn W. Heninger
Deputy Assistant Administrator (Operations)
Office of Legislative Affairs

bcc:
AEM (A90-04321:1/15/90) Official File 5127

L/JMBrown:dlb:1/6/90:1900

CONCUR	CODE ➤					
	SIGNATURE ➤					
	DATE ➤					

NASA FORM 1267 SEP 91 PREVIOUS EDITIONS MAY BE USED

OFFICIAL FILE COPY

APPENDIX B: WHITE HOUSE AND CONGRESSIONAL CORRESPONDENCE

1. **White House Referred Mail**

    a. Follow NMI 1450.12, "Handling Correspondence and Information from the Executive Office of the President." Mail referred from the White House requires either a draft response to the inquiry returned to the White House or a direct reply to the writer. All White House correspondence must be acknowledged within 2 business days unless a different time period is indicated.

    b. For a White House draft reply (see Figure B-1), type the proposed response on plain white bond paper and prepare a transmittal letter to the White House for signature of the Executive Officer, Code AE. Following White House requirements, provide an extra white copy. Indicate the office code and telephone number of the contact person.

    c. For a direct White House reply, prepare the reply in the standard business letter style. Code AEM always receives a copy of White House correspondence regardless of who signs the correspondence.

2. **Congressional Correspondence**

    a. Respond to correspondence from the Congress as instructed by NMI 1450.4, "Handling Congressional Correspondence and Information Concerning Congressional Activities."

    b. Forward all responses to Members of Congress, undated, to the Office of the Assistant Administrator for Legislative Affairs (Code L) for signature and/or transmittal to Congress. Generally, the Assistant Administrator for Legislative Affairs, officials in the Office of the Administrator, Officials-in-Charge of Headquarters Offices, and Directors of NASA Field Installations sign responses to Members of Congress.

    c. Responses to constituents are sometimes addressed directly to the constituent and other times to the Member of Congress. Generally, instructions for addressing the responses are found in the incoming documents or the Code L suspense documents.

    d. When replying to a letter signed from more than one Member of Congress, send each Member an original letter. Refer to Chapter 2, Section D, "Multiple Address Letters," for procedures on documenting addressees on the original or official file copy. Forward to Code L to date and transmit to the Members.

Figure B-1
WHITE HOUSE DRAFT REPLY
With Transmittal Letter

NASA
National Aeronautics and
Space Administration

Washington, D.C.
20546

Office of the Administrator

Ms. Sally Kelley
Director of Agency Liaison
Presidential Correspondence
The White House
Washington, DC 20500

Dear Ms. Kelley:

I am pleased to submit the requested response for the signature of Mr. Roger B. Porter, Assistant to the President for Economic and Domestic Policy, to Dr. Gerard K. O'Neill, President of the Space Science Institute, regarding solar power satellites.

In his letter of June 5, 1989, Dr. O'Neill briefed President Bush on the conclusion of the recent Princeton Conference on Space Manufacturing. He also suggested two steps he believes the President should take to encourage development of the materials and energy resources of the space frontier: "First, please ensure that solar power satellites are fully considered in all environmental and energy policy planning. Second, make the practical industrial development of space resources, including solar power satellites, a key tenet of the national space strategy."

The tone of the suggested response has been gauged to reflect Dr. O'Neill's longstanding relationship with NASA and his familiarity with the Agency's current position on solar power satellites. It simply advises Dr. O'Neill that NASA is not actively pursuing the development of solar power satellites, but that public and private research is encouraged. To this end, NASA has made a concerted effort to transfer space technology to the commercial sector and to assist commercial operators in entering the space launch and development markets. A courtesy reference has been made to the President's space initiative. Dr. O'Neill's request to meet with the President has not been addressed.

Please do not hesitate to contact me if you require further assistance.

Sincerely,

Jessie J. Harris
Executive Officer

2 Enclosures:
1. Dr. O'Neill's ltr. to the President (W/H #047188)
2. Recommended response prepared by NASA

Transmittal Letter to White House

The Honorable Gerard K. O'Neill
President
Space Studies Institute
Post Office Box 82
Princeton, NJ 08542

Dear Dr. O'Neill:

I am pleased to respond to your June 5, 1989, letter to the President on the subject of solar power satellites.

As you noted, NASA conducted initial studies of such concepts in the past, though the Agency is not actively pursuing the development of solar power satellites. In a general sense, your advice to emphasize practical industrial development of space resources is being addressed through space commercialization initiatives. NASA and other Federal agencies have made a concerted effort to transfer space technology to the commercial sector and to assist commercial operators in entering the space launch and development markets.

With a technology as new and potentially complex as solar power satellites, issues such as initial cost, use of geosynchronous orbit space, and space transportation system payload capacity will need to be carefully addressed. These concerns certainly do not preclude further public and private research on this technology, and the use of solar power satellites is an option we should continue to consider in meeting future national power needs.

Finally, your suggestion that indigenous materials obtained from the lunar surface could be used in manufacturing solar power satellites can certainly be studied as we develop further plans for implementing the President's recent space initiative, including the establishment of bases on the moon.

I appreciate your longstanding interest and support of our Nation's space program. If I can be of any further assistance on this matter, please do not hesitate to contact me.

Sincerely,

Roger G. Porter
Assistant to the President
for Economic and Domestic Policy

Draft Prepared by the
National Aeronautics and Space Administration
Office of Space Science and Applications
Joseph Alexander 453-1430
September 15, 1989

Draft Proposed Reply
(prepared on plain bond)

NASA

National Aeronautics and
Space Administration

Washington, D C.
20546

Office of the Administrator

Ms. W. Faye Allen
2006 Fulton NW
Huntsville, AL   35810

Dear Ms. Allen:

Thank you for your letter to President Bush expressing
your interest in the U.S. space program and your support of our
goals. We appreciate your taking the time to write and letting
us know how you feel.

Since you expressed interest in employment with NASA or
other aerospace employers, we want to provide information to
you about a variety of employers. The personnel office of the
Marshall Space Flight Center (MSFC) recruits to fill vacancies
in Civil Service positions. From time to time, there are
positions open in accounting and payroll. In this regard, we
have sent your resume there so that you will be considered if
there are any appropriate openings.

In addition, there are many companies which perform work
for MSFC under contract. We have enclosed a list of the
companies which have offices in Huntsville. You may find their
addresses and phone numbers in your local telephone book and
contact them directly about job opportunities.

In your letter you expressed your interest in moving to
the western states after you finish college. To help you find
employment at that time, we are enclosing the College Hotline
Fact Sheet and another list of aerospace companies.

We hope these materials will be helpful to you, and we
wish you good luck in your career pursuits.

Sincerely,

Jessie J. Harris
Executive Officer

3 Enclosures

NASA

National Aeronautics and
Space Administration

Washington, D.C.
20546

Office of the Administrator

The Honorable Howell Heflin
United States Senate
Washington, DC 20510

Dear Senator Heflin:

Great job! Your floor statement on "The Risks of Space
Leadership" should be read by everyone in the space business.
It tells it like it is, not as people would like to imagine
it to be.

The men and women of NASA are grateful for your efforts
on behalf of the Agency, the civil space program, and the
nation. With your help and that of more of your colleagues,
I am convinced we can turn the dreams of the civil space
program into realities.

Sincerely,

James R. Thompson, Jr.
Deputy Administrator

CONGRESSIONAL REPLY
(STANDARD LETTER FORMAT)

NASA

National Aeronautics and
Space Administration

Washington, D.C.
20546

Reply to Attn of   L

The Honorable Porter J. Goss
House of Representatives
Washington, DC   20515

Dear Mr. Goss:

As a followup to your breakfast meeting with Admiral Truly
last week, I wanted to provide you with some information
about spinoffs from the space program. As you can see, over
the years, there have been over 30,000 spinoffs in a wide
range of areas including health care, medicine, transpor-
tation, and aeronautics.

I have also included a chart that we just compiled in the
Agency to give you an idea of how a future mission, the Space
Exploration Initiative, could benefit the competitive posture
of the United States, as well as provide for our enhanced
national security. The information compiled in this chart is
from recent Department of Defense and Department of Commerce
reports.

If you would like any additional information about any NASA
programs or if you would like to know more about NASA and the
Florida economy, I would be glad to come up and brief you.
NASA faces lots of challenges in this budget cycle, and I
would hope that after you read this material you too will see
NASA as an investment worthy of your support.

Sincerely,

Martin P. Kress
Assistant Administrator
for Legislative Affairs

2 Enclosures
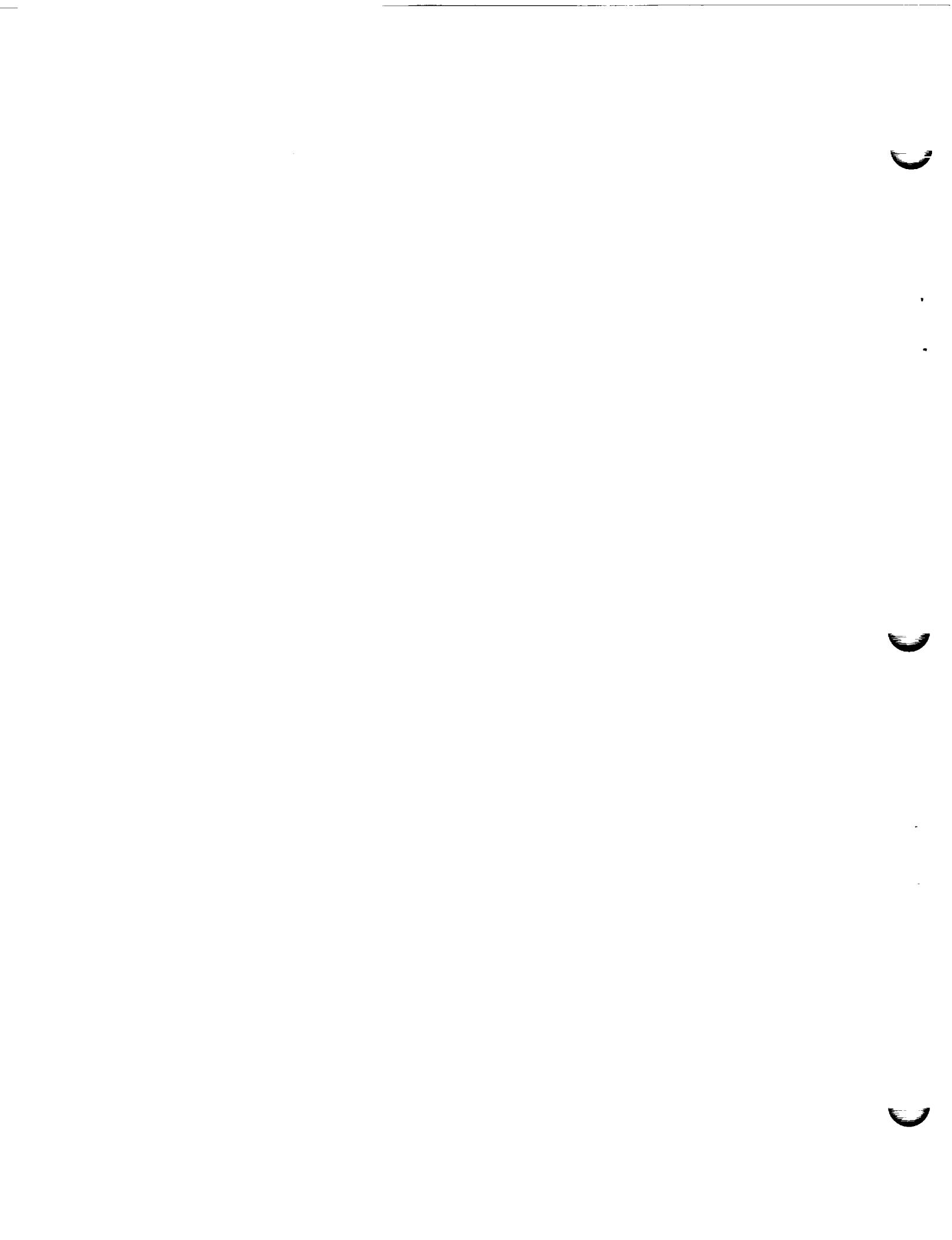
APPENDIX C: PRIVACY ACT CORRESPONDENCE

1. **General**

   a.   Privacy Act correspondence must be safeguarded as prescribed by NMI 1382.17, "Protection of Personal Privacy - NASA Privacy Act Regulations."

   b.   Correspondence falls within the purview of the Privacy Act if it contains any item, collection, or grouping of information about an individual, including, but not limited to, the individual's education, financial transactions, medical history, and criminal or employment history and if it contains the individual's name or an identifying number (such as a social security number), symbol, or other identifying particular assigned to the individual, such as a fingerprint, voiceprint, or photograph. "Individual" means a citizen of the United States or permanent resident. The following documents contain Privacy Act information:

   > SF 171, "Personal Qualifications Statement"
   > SF 52, "Request for Personnel Action"
   > SF 50, "Notification of Personnel Action"
   > Financial Statements
   > Pay Statements

   c.   Correspondence containing any item of information as described in paragraph 2 of this Appendix which is removed from a system of records and is not under the control of a system manager or an authorized representative is to be prominently identified as a record(s) protected by the Privacy Act. Use NASA Form 1534, "The Attached Material is Subject to the Privacy Act of 1974," as a cover sheet for the correspondence. If NASA Form 1534 is unavailable, identify the records as records protected by the Act by using the wording in NASA Form 1534.

2. **Transmitting Privacy Act Correspondence**

   a.   Within NASA Installation distribution channels, seal information in a single envelope or package reflecting the addressee by title and the return address, and mark it:

   > "TO BE OPENED BY ADDRESSEE ONLY"

   Incoming correspondence so marked will be opened as prescribed by the system manager.

   b.   Send information between NASA Installations in a single sealed envelope, and mark it as in subparagraph a.

   c.   Send information between other Government agencies and nongovernment agencies via the post office in a sealed inner and outer envelope, reflecting the

addressee by title, and mark the return address on both envelopes. Additionally, the inner envelope must be marked:

"TO BE OPENED BY ADDRESSEE ONLY"

3.   **Destroying Privacy Act Correspondence.**   Forward Privacy Act material to your Installation mailroom in a plain brown wrapper or burn bag for shredding or burning.

APPENDIX D: FOREIGN CORRESPONDENCE

1. **General.** Due to political sensitivities and concerns regarding potential technology transfer, NASA policy requires special handling of all official correspondence to individuals in the Soviet Union, the People's Republic of China, Eastern Europe, and other designated areas.

   a.   The list of designated countries and guidelines for transmitting correspondence to the International Relations Division for review is provided periodically in the form of a memorandum to NASA Officials-in-Charge of Headquarters Offices, and Directors of NASA Field Installations.

   b.   Do not forward correspondence directly to the addressee. Forward the proposed letter and any incoming and/or background material to Code IRB, signed but undated, for review prior to sending to the addressee. If approved, Code IRB will date and mail the correspondence and return the file copy to the originating office.

2. **Format.** Prepare correspondence for individuals overseas in the standard business letter style.

3. **Address.** The country name is the official name, e.g., Federal Republic of Germany, not West Germany. Code IRB can provide official country names.

4. **Avoid Jargon.** Take special care to avoid the use of U.S. jargon and acronyms, which may not be familiar to non-U.S. personnel.

5. **Coordination with Headquarters.** Transmit all correspondence with U.S. Embassy personnel through the International Relations Division, Code IR, NASA Headquarters.
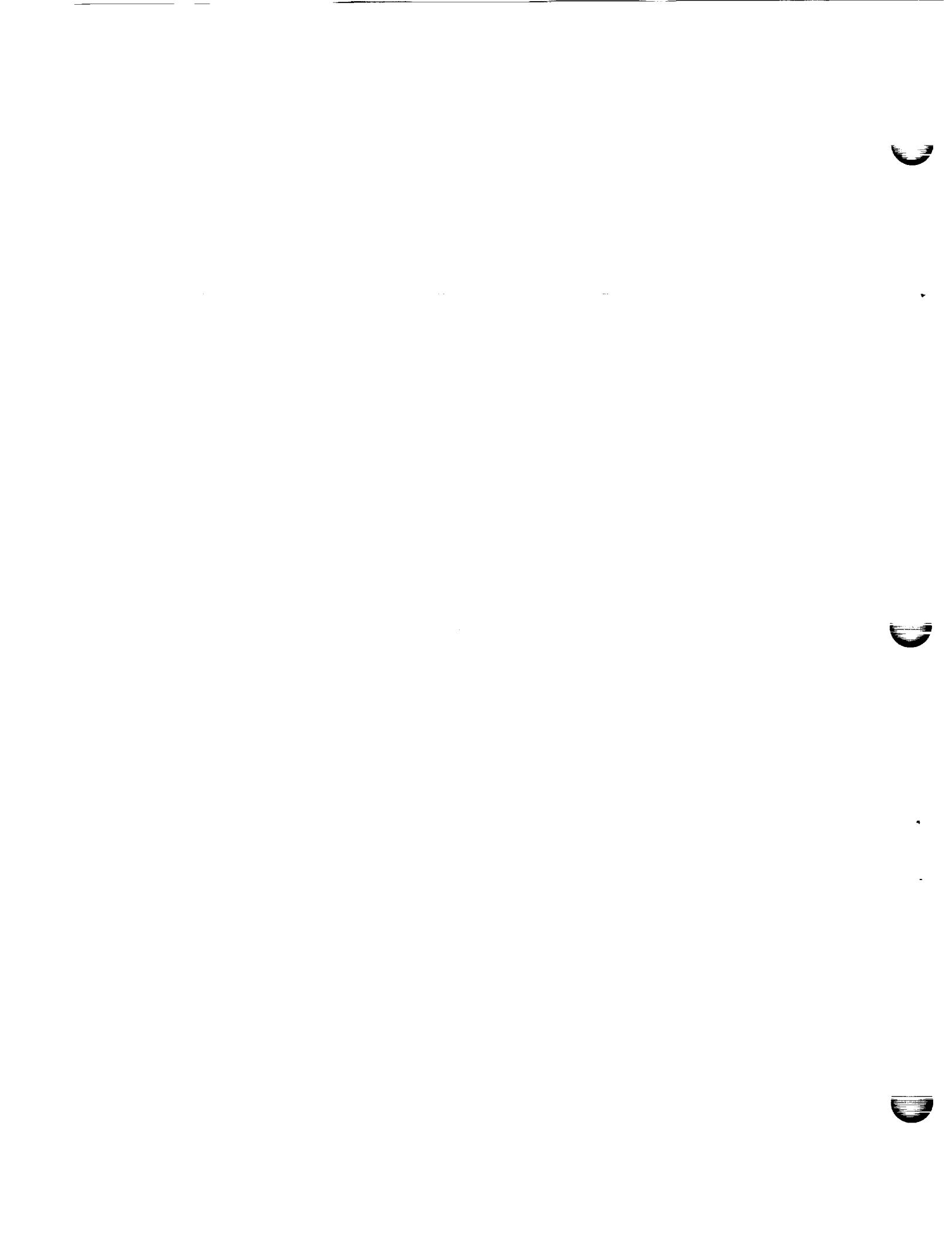
APPENDIX E: FORMS OF ADDRESS

The forms of address in this Chapter are the conventional forms of address as determined by social and official custom. The style of salutation and complimentary close is informal.

ADDRESSEE		ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
THE WHITE HOUSE			
The President		The President The White House Washington, DC 20500	Dear Mr., Madam President: Respectfully,
Spouse of the President		Mrs., Mr. (full name) The White House Washington, DC 20500	Dear Mrs., Mr. (surname): Sincerely,
Assistant to the President		The Honorable (full name) Assistant to the President The White House Washington, DC 20500	Dear Mr., Mrs., Miss, Ms. (surname): Sincerely,
Former President		The Honorable (full name) (local address) (zip code)	Dear President, Madam President (surname): Sincerely,
The Vice President	Formal:	The Vice President United States Senate Washington, DC 20510	Dear Mr., Madam Vice President: Sincerely,
	Informal:	The Honorable (full name) The Vice President of the United States Washington, DC 20501	Dear Mr., Madam Vice President: Sincerely,
Former Vice President		The Honorable (full name) (no title) (local address) (zip code)	Dear Mr., Mrs., Miss, Ms. (surname): Sincerely,
Statutory Offices		The Honorable (full name) Director Office of Management and Budget Executive Office of the President Washington, DC 20503	Dear Mr., Mrs., Miss, Ms. (surname): Sincerely,
		The Honorable (full name) Director Central Intelligence Agency Executive Office of the President Washington, DC 20505	Dear Mr., Mrs., Miss, Ms. (surname): Sincerely,
THE FEDERAL JUDICIARY			
The Chief Justice		The Chief Justice The Supreme Court of the United States Washington, DC 20543	Dear Chief Justice: Sincerely,

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Associate Justice	Justice (surname) The Supreme Court of the United States Washington, DC 20543	Dear Justice (surname): Sincerely,
The Clerk of the Supreme Court	The Clerk of the Supreme Court The Supreme Court of the United States Washington, DC 20543	Dear Mr., Mrs., Miss, Ms. (surname): Sincerely,

THE CONGRESS

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
President of the Senate	The Honorable (full name) President of the Senate Washington, DC 20510	Dear Mr., Madam President: Sincerely,
President of the Senate pro tempore	The Honorable (full name) President Pro Tempore United States Senate Washington, DC 20510	Dear Mr., Madam President: Sincerely,
Speaker of the House of Representatives	The Honorable (full name) Speaker of the House of Representatives Washington, DC 20515	Dear Mr., Madam Speaker: Sincerely,
United States Senator	The Honorable (full name) United States Senate Washington, DC 20510 or The Honorable (full name) United States Senate (local address) (zip code)	Dear Senator (surname): Sincerely,
United States Representative	The Honorable (full name) House of Representatives Washington, DC 20515 or The Honorable (full name) House of Representatives (local address) (zip code)	Dear Mr., Mrs., Miss, Ms. (surname): Sincerely,
Committee Chairman, Chair	The Honorable (full name) Chairman Committee on (name) United States Senate Washington, DC 20510 or The Honorable (full name) Chairman Committee on (name) House of Representatives Washington, DC 20515	Dear Mr. Chairman, Madam Chair: Sincerely, Dear Mr. Chairman, Madam Chair: Sincerely,

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Subcommittee Chairman, Chair	The Honorable (full name) Chairman, Subcommittee on (name) (name of parent Committee) United States Senate Washington, DC 20510 or The Honorable (full name) Chairman, Subcommittee on (name) (name of parent Committee) House of Representatives Washington, DC 20515	Dear Mr. Chairman, Madam Chair: Sincerely,
Joint Committee Chairman, Chair	The Honorable (full name) Chairman (Chair) Joint Committee on (name) Congress of the United States Washington, DC (zip code)	Dear Mr. Chairman, Madam Chair: Sincerely,
Senator-elect Representative-elect	The Honorable (full name) United States Senator-elect or Representative-elect (address, if given) or Care of the United States Senate or House of Representatives	Dear Senator-elect (surname): Sincerely, Dear Congressman-elect: Sincerely,
Office of a Deceased Senator or Representative	Office of the late Senator* (full name) United States Senate Washington, DC 20510 or Office of the late Representative* (full name) House of Representatives Washington, DC 20515	Sir: or Madam: Sincerely,

Chaplain of the United States
  Senate or House of
  Representatives
	The Reverend (full name)
	Chaplain of the United States Senate
	Washington, DC 20510
	or
	The Reverend (full name)
	Chaplain of the House of Representatives
	Washington, DC 20515
		Dear Mr., Mrs., Miss, Ms. (surname):**
		Sincerely,

Secretary of the United States Senate	The Honorable (full name) Secretary of the Senate United States Senate Washington, DC 20510	Dear Mr., Mrs., Miss, Ms. (surname): Sincerely,
Clerk of the House	The Honorable (full name) Clerk of the House of Representatives House of Representatives Washington, DC 20515	Dear Mr., Mrs., Miss, Ms. (surname): Sincerely,

*   If the name of the late Senator's or Representative's secretary or administrative assistant is known, the letter may be addressed to that person by name.
** The title is Mr., Dr., as appropriate. Reverend is not used with the last name alone.

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Resident Commissioner	The Honorable (full name) Resident Commissioner from Puerto Rico House of Representatives Washington, DC 20515	Dear Mr., Mrs., Miss, Ms. (surname): Sincerely,
Delegate	The Honorable (full name) Delegate from (name) House of Representatives Washington, DC 20515	Dear Mr., Mrs., Miss, Ms. (surname): Sincerely,
Comptroller General	The Honorable (full name) Comptroller General of the United States General Accounting Office Washington, DC 20548	Dear Mr., Mrs., Miss, Ms. (surname): Sincerely,
Librarian of Congress	The Honorable (full name) Librarian of Congress Library of Congress Washington, DC 20540	Dear Mr., Mrs., Miss, Ms. (surname): Sincerely,
Public Printer	The Honorable (full name) Public Printer Government Printing Office Washington, DC 20401	Dear Mr., Mrs., Miss, Ms. (surname): Sincerely,

EXECUTIVE DEPARTMENTS AND INDEPENDENT AGENCIES

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Cabinet Members	The Honorable (full name) Secretary of the Interior* Washington, DC 20240	Dear Mr., Madam Secretary:* Sincerely,
	The Honorable (full name) Attorney General of the United States Department of Justice Washington, DC 20530	Dear Mr., Madam Attorney General: Sincerely,
Deputy Secretaries, Assistant Secretaries, Under Secretaries	The Honorable (full name) Deputy Secretary of Energy Washington, DC 20585	Dear Mr., Mrs., Miss, Ms. (surname): Sincerely,
	The Honorable (full name) Assistant Secretary, Legislative Affairs Department of Defense Washington, DC 20301	
	The Honorable (full name) Under Secretary of Housing and Urban Development Washington, DC 20410	

*   If the official is in an acting capacity, add "Acting" before the title (e.g., Acting Secretary of the Interior), and the salutation
     stays the same (e.g., Dear Mr. Secretary:).

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Heads of Independent Agencies and Offices	The Honorable (full name) Chairman Federal Trade Commission Washington, DC 20580	Dear Mr. Chairman, Madam Chair: Sincerely,
	The Honorable (full name) Postmaster General United States Postal Service Washington, DC 20260	Dear Mr., Madam Postmaster General: Sincerely,
Head of a Major Organization within an Agency, if a Presidential Appointee	The Honorable (full name) Under Secretary/Administrator National Oceanic and Atmospheric Administration Department of Commerce Washington, DC 20230	Dear Mr., Mrs., Miss, Ms. (surname): Sincerely,
Secretary of the Navy Secretary of the Army Secretary of the Air Force	The Honorable (full name) Secretary of the (Navy, Army, Air Force) Department of Defense The Pentagon Washington, DC (zip code)	Dear Mr., Madam Secretary: Sincerely,

DIPLOMATIC

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
American Ambassador	The Honorable (full name) American Ambassador (city), (country)	Dear Mr., Madam Ambassador: Sincerely,
American Consul General or American Consul	(full name) American Consul General (or American Consul) (city), (country)	Dear Mr., Mrs., Miss, Ms. (surname): Sincerely,
Foreign Ambassador in the United States	His Excellency (full name) Ambassador of (country) (local address) (zip code)	Dear Mr., Madam Ambassador: Sincerely,
United States Representative to the United Nations or Organization of American States	The Honorable (full name) United States Representative to the United Nations (or Organization of American States) (local address) (zip code)	Dear Mr., Madam Ambassador: Sincerely,
Foreign Minister in the United States (Head of a Legation)	The Honorable (full name) Minister of (country) Washington, DC (zip code)	Dear Mr., Madam Minister: Sincerely,
Foreign Minister Counselor in the United States	The Honorable (full name) Minister Counselor Embassy of (country) Washington, DC (zip code)	Dear Mr., Madam Minister: Sincerely,

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
STATE AND LOCAL GOVERNMENTS		
Governor	The Honorable (full name) Governor of (name of state) (city), (state) (zip code)	Dear Governor (surname): Sincerely,
Lieutenant Governor	The Honorable (full name) Lieutenant Governor of (name of state) (city), (state) (zip code)	Dear Mr., Mrs., Miss, Ms. (surname): Sincerely,
State Senator	The Honorable (full name) (name of state) Senate (city), (state) (zip code)	Dear Mr., Mrs., Miss, Ms. (surname): Sincerely,

State Representative,
  Assemblyman, or Delegate
	The Honorable (full name)
	(name of state) House of
	  Representatives (or Assembly
	  or House of Delegates)*
	(city), (state) (zip code)
		Dear Mr., Mrs., Miss, Ms. (surname):
		Sincerely,

Mayor	The Honorable (full name) Mayor of (name of city) (city), (state) (zip code)	Dear Mayor (surname): Sincerely,

President of a Board of
  Commissioners
	The Honorable (full name)
	President
	Board of Commissioners of
	  (name of city)
	(city), (state) (zip code)
		Dear Mr., Mrs., Miss, Ms. (surname):
		Sincerely,

CHURCH OFFICIALS		
Minister Pastor Rector (with doctoral degree)	The Reverend (full name, degrees) (name of church) (address) (city), (state) (zip code)	Dear Dr. (surname): Sincerely,
Minister Pastor Rector (without doctoral degree)	The Reverend (full name) (name of church) (address) (city), (state) (zip code)	Dear Mr., Mrs., Miss, Ms. (surname): Sincerely,

Presiding Episcopal Bishop	The Most Reverend (full name,
	  degrees)
	Presiding Bishop of the
	  Episcopal Church
	  (address)
	(city), (state) (zip code)
		Dear Bishop (surname):
		Sincerely,

* In most states, the lower branch of the legislature is the House of Representatives. In some states, such as
California, New York, New Jersey, Nevada, and Wisconsin, the lower house is known as the Assembly. In others,
such as Maryland, Virginia, and West Virginia, it is known as the House of Delegates. Nebraska has a one-house
legislature. Its members are classed as Senators.

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Episcopal Bishop	The Right Reverend (full name, degrees) Bishop of (diocese) (address) (city), (state) (zip code)	Dear Bishop (surname): Sincerely,
Episcopal Dean	The Very Reverend (full name, degrees) Dean of (church) (address) (city), (state) (zip code)	Dear Dean (surname): Sincerely,
Methodist Bishop	The Reverend (full name, degrees) Methodist Bishop (address) (city), (state) (zip code)	Dear Bishop (surname): Sincerely,
Mormon Bishop	Mr. (full name) (name of church) (address) (city), (state) (zip code)	Dear Mr. (surname): Sincerely,
Catholic Cardinal	His Eminence (given name) Cardinal (surname) Archbishop of (diocese) (address) (city), (state) (zip code)	Dear Cardinal (surname): Sincerely,
Catholic Archbishop	The Most Reverend (full name) Archbishop of (diocese) (address) (city), (state) (zip code)	Dear Archbishop (surname): Sincerely,
Catholic Bishop	The Most Reverend (full name) Bishop of (city) (address) (city), (state) (zip code)	Dear Bishop (surname): Sincerely,
Catholic Monsignor (higher rank)	The Right Reverend Monsignor (full name) (address) (city), (state) (zip code)	Dear Monsignor (surname): Sincerely,
Catholic Monsignor (lower rank)	The Very Reverend Monsignor (full name) (address) (city), (state) (zip code)	Dear Monsignor (surname): Sincerely,
Catholic Priest	The Reverend (full name) (add initials or Order, if any) (address) (city), (state) (zip code)	Dear Father (surname): Sincerely,

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE

Catholic Mother Superior of an Institution	The Reverend Mother Superior
	  (initials of Order, if used)
	(name of institution)
	(address)
	(city), (state) (zip code)
		Dear Reverend Mother:
		    Sincerely,

Rabbi (with doctoral degree)	Rabbi (full name) (synagogue) (address) (city), (state) (zip code)	Dear Dr. (surname): Sincerely,
Rabbi (without doctoral degree)	Rabbi (full name) (synagogue) (address) (city), (state) (zip code)	Dear Rabbi (surname): Sincerely,
Orthodox Archbishop	His Eminence Archbishop (full name) (address) (city), (state) (zip code)	Your Eminence: Sincerely,
Orthodox Bishop	His Grace (full name) Bishop of (name of Diocese) (address) (city), (state) (zip code)	Your Grace: Sincerely,
Orthodox Priest	The Reverend (full name) (name of church) (address) (city), (state) (zip code)	Dear Father: Sincerely,
Chaplain (military services)	Chaplain (full name) (rank, service designation) (address) (city), (state) (zip code)	Dear Chaplain (surname): Sincerely,

EDUCATIONAL INSTITUTIONS

President or Chancellor of a College or University (with doctoral degree)	Dr. (full name) President (name of institution) (address) (city), (state) (zip code)	Dear Dr. (surname): Sincerely,
President of a College or University (without doctoral degree)	Mr., Mrs., Miss, Ms. (full name) President (name of institution) (address) (city), (state) (zip code)	Dear Mr., Mrs., Miss, Ms. (surname): Sincerely,
Dean of a School	Dean (full name) School of (name) (name of institution) (address) (city), (state) (zip code)	Dear Dean (surname): Sincerely,

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Professor	Professor (full name) Department of (name) (name of institution) (address) (city), (state) (zip code)	Dear Professor (surname): Sincerely,
Ph.D.	Dr. (full name) (address) (city), (state) (zip code)	Dear Dr. (surname): Sincerely,

PHYSICIANS AND LAWYERS

Physician	(full name), M.D. (address) (city), (state) (zip code)	Dear Dr. (surname): Sincerely,
Lawyer	Mr., Mrs., Miss, Ms. (full name) Attorney at Law (address) (city), (state) (zip code)	Dear Mr., Mrs., Miss, Ms. (surname): Sincerely,
Judge	The Honorable (full name) Judge, Appellate Division The Supreme Court of the State of New York (address) (city), (state) (zip code)	Dear Judge (surname): Sincerely,

OTHER

Widow	Mrs. or Ms. (wife's first name or husband's first name, last name) (address) (city), (state) (zip code)	Dear Mrs., Ms. (surname): Sincerely,
Unknown Gender	Leslie Smith (address) (city), (state) (zip code)	Dear Leslie Smith: Sincerely,

MULTIPLE ADDRESSEES

Two or More Men	Mr. (full name) and Mr. (full name) (address) (city), (state) (zip code)	Dear Mr. (surname) and Mr. (surname): Sincerely,
Two or More Women	Mrs., Miss, Ms. (full name) and Mrs., Miss, Ms. (full name) (address) (city), (state) (zip code)	Dear Mrs., Ms., Miss (surname) and Mrs., Ms., Miss (surname): Sincerely,

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
One Woman and One Man	Mrs., Miss, Ms. (full name) and Mr. (full name) (address) (city, (state) (zip code)	Dear Mrs., Miss, Ms. (surname) and Mr. (surname): Sincerely,

MILITARY SERVICES

Army, Air Force, and Marine Corps Officers

General Lieutenant General Major General Brigadier General	(full rank, full name, abbreviation of service) (address) (city), (state) (zip code)	Dear General (surname): Sincerely,
Colonel Lieutenant Colonel	(same as above)	Dear Colonel (surname): Sincerely,
Major	(same as above)	Dear Major (surname): Sincerely,
Captain	(same as above)	Dear Captain (surname): Sincerely,
First Lieutenant Second Lieutenant	(same as above)	Dear Lieutenant (surname): Sincerely,
Chief Warrant Officer	(same as above)	Dear Chief Warrant Officer (surname): Sincerely,
Warrant Officer	(same as above)	Dear Warrant Officer (surname): Sincerely,

Navy and Coast Guard Officers

Admiral Vice Admiral Rear Admiral	(full rank, full name, abbreviation of service) (address) (city), (state) (zip code)	Dear Admiral (surname): Sincerely,
Captain	(same as above)	Dear Captain (surname): Sincerely,
Commander Lieutenant Commander	(same as above)	Dear Commander (surname): Sincerely,
Lieutenant Lieutenant Junior Grade	(same as above)	Dear Lieutenant (surname): Sincerely,

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Ensign	(full rank, full name, abbreviation of service) address) (city), (state) (zip code)	Dear Ensign (surname): Sincerely,
Chief Warrant Officer	(same as above)	Dear Chief Warrant Officer (surname): Sincerely,
Warrant Officer	(same as above)	Dear Warrant Officer (surname): Sincerely,

Army Enlisted

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Sergeant Major of the Army Command Sergeant Major Sergeant Major	(full rank, full name, abbreviation of service) (address) (city), (state) (zip code)	Dear Sergeant Major (surname): Sincerely,
First Sergeant	(same as above)	Dear First Sergeant (surname): Sincerely,
Master Sergeant	(same as above)	Dear Master Sergeant (surname): Sincerely,
Platoon Sergeant Sergeant First Class Staff Sergeant Sergeant	(same as above)	Dear Sergeant (surname): Sincerely,
Corporal	(same as above)	Dear Corporal (surname): Sincerely,
Private First Class Private	(same as above)	Dear Private (surname): Sincerely,
Specialists (all grades)	(same as above)	Dear Specialist (surname): Sincerely,

Air Force Enlisted

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Chief Master Sergeant of the Air Force Chief Master Sergeant	(full rank, full name, abbreviation of service) (address) (city), (state) (zip code)	Dear Chief (surname): Sincerely,

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Senior Master Sergeant Master Sergeant Technical Sergeant Staff Sergeant Sergeant	(full rank, full name, abbreviation of service) (address) (city), (state) (zip code)	Dear Sergeant (surname): 　　　Sincerely,
Senior Airman Airman First Class Airman Airman Basic	(same as above)	Dear Airman (surname): 　　　Sincerely,

Marine Corps Enlisted

Sergeant Major of the Marine Corps Sergeant Major	(full rank, full name, abbreviation of service) (address) (city), (state), (zip code)	Dear Sergeant Major (surname): 　　　Sincerely,
Master Gunnery Sergeant First Sergeant Master Sergeant Gunnery Sergeant Staff Sergeant Sergeant	(same as above)	Dear Sergeant (surname): 　　　Sincerely,
Corporal Lance Corporal	(same as above)	Dear Corporal (surname): 　　　Sincerely,
Private First Class Private	(same as above)	Dear Private (surname): 　　　Sincerely,

Navy and Coast Guard Enlisted

Master Chief Petty Officer of the Navy Master Chief Petty Officer of the Coast Guard Master Chief Petty Officer	(full rank, full name, abbreviation of service) (address) (city), (state) (zip code)	Dear Master Chief (surname): 　　　Sincerely,
Senior Chief Petty Officer	(same as above)	Dear Senior Chief (surname): 　　　Sincerely,
Chief Petty Officer	(same as above)	Dear Chief (surname): 　　　Sincerely,
Petty Officer First Class Petty Officer Second Class Petty Officer Third Class	(same as above)	Dear Petty Officer (surname): 　　　Sincerely,

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Airman (includes Apprentice and Recruit)	(full rank, full name, abbreviation of service) (address) (city), (state) (zip code)	Dear Airman (surname): Sincerely,
Constructionman (includes Apprentice and Recruit)	(same as above)	Dear Constructionman (surname): Sincerely,
Dentalman (includes Apprentice and Recruit)	(same as above)	Dear Dentalman (surname): Sincerely,
Fireman (includes Apprentice and Recruit)	(same as above)	Dear Fireman (surname): Sincerely,
Hospitalman (includes Apprentice and Recruit)	(same as above)	Dear Hospitalman (surname): Sincerely,
Seaman (includes Apprentice and Recruit)	(same as above)	Dear Seaman (surname): Sincerely,

All Services

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Retired Officer	(full rank, full name, abbreviation of service), (Ret.) (address) (city), (state) (zip code)	Dear (rank, surname): Sincerely,
Chaplain	Chaplain (full name, rank, abbreviation of service) (address) (city), (state) (zip code)	Dear Chaplain (surname): Sincerely,

SERVICE ACADEMY MEMBERS

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Army or Coast Guard Cadet	Cadet (full name) (address) (city), (state) (zip code)	Dear (rank, surname): Sincerely,
Navy Midshipman	Midshipman (full name) (address) (city), (state) (zip code)	Dear Midshipman (surname): Sincerely,
Air Force Air Cadet	Air Cadet (full name) (address) (city), (state) (zip code)	Dear Air Cadet (surname): Sincerely,

MILITARY SERVICES ABBREVIATIONS

In some instances, military abbreviations may be used as a form of address, e.g., distribution and courtesy copy lists, envelopes, etc. Refer to the following list for military abbreviations of all services.

Marine Corps, Air Force, and Army Officers

	Marines	Air Force	Army
General	Gen	Gen	GEN
Lieutenant General	LtGen	Lt Gen	LTG
Major General	MajGen	Maj Gen	MG
Brigadier General	BGen	Brig Gen	BG
Colonel	Col	Col	COL
Lieutenant Colonel	LtCol	Lt Col	LTC
Major	Maj	Maj	MAJ
Captain	Capt	Capt	CPT
First Lieutenant	1stLt	1st Lt	1LT
Second Lieutenant	2ndLt	2nd Lt	2LT
Chief Warrant Officer	CWO		CW4, CW3, or CW2
Warrant Officer	WO1		WO1

Navy and Coast Guard Officers

Admiral	ADM
Vice Admiral	VADM
Rear Admiral	RADM
Captain	CAPT
Commander	CDR
Lieutenant Commander	LCDR
Lieutenant	LT
Lieutenant Junior Grade	LTJG
Ensign	ENS
Chief Warrant Officer	CWO
Warrant Officer	WO

Army Enlisted

Sergeant Major of the Army	SMA
Command Sergeant Major	CSM
Sergeant Major	SGM
First Sergeant	1SG
Master Sergeant	MSG
Platoon Sergeant	PSG
Sergeant First Class	SFC
Staff Sergeant	SSG
Sergeant	SGT
Corporal	CPL
Private First Class	PFC
Private	PVT
Specialists (all grades)	SP-7, SP-6, etc.

MILITARY SERVICES ABBREVIATIONS (Cont'd)

Air Force Enlisted

Chief Master Sergeant of the Air Force	CMSAF
Chief Master Sergeant	CMSgt
Senior Master Sergeant	SMSgt
Master Sergeant	MSgt
Technical Sergeant	TSgt
Staff Sergeant	SSgt
Sergeant	Sgt
Senior Airman	SrA
Airman First Class	A1C
Airman	Amn
Airman Basic	AB

Marine Corps Enlisted

Sergeant Major of the Marine Corps	SgtMaj
Sergeant Major	SgtMaj
Master Gunnery Sergeant	MGySgt
First Sergeant	1st Sgt
Master Sergeant	MSgt
Gunnery Sergeant	GySgt
Staff Sergeant	SSgt
Sergeant	Sgt
Corporal	Cpl
Lance Corporal	LCpl
Private First Class	PFC
Private	Pvt

Navy and Coast Guard Enlisted

Master Chief Petty Officer of the Navy	MCPON
Master Chief Petty Officer of the Coast Guard	MCPO-CG
Master Chief Petty Officer	MCPO
Senior Chief Petty Officer	SCPO
Chief Petty Officer	CPO
Petty Officer First Class	PO1
Petty Officer Second Class	PO2
Petty Officer Third Class	PO3
Airman (includes Apprentice and Recruit)	AN, AA, or AR
Constructionman (includes Apprentice and Recruit)	CN, CA, or CR
Dentalman (includes Apprentice and Recruit)	DN, DA, or DR
Fireman (includes Apprentice and Recruit)	FN, FA, or FR
Hospitalman (includes Apprentice and Recruit)	HN, HA, or HR
Seaman (includes Apprentice and Recruit)	SN, SA, or SR

APPENDIX F: COMPOUND WORDS

For rules on compounding, the GSA U.S. Government Correspondence Manual (1989) recommends the U.S. Government Printing Office (GPO) Style Manual (1984) in the preparation of governmental correspondence. Therefore, use the GPO Style Manual as the first reference for compounding words.

When a word or rule cannot be found in the Style Manual, use the dictionary as a second reference (recent Webster's takes precedence over other dictionaries).

In applying the rules of compounding, keep in mind that word forms are constantly changing. Two-word forms often acquire the hyphen first, then become one word later. Current language trends point to closing up words which, through frequent use, have become associated in the reader's mind as units of thought.

Generally, whenever a word form (or applicable rule) cannot be found in the GPO Style Manual or dictionary, it should be two words.

The rules as stated, however, cannot always be rigidly applied. Some exceptions must be allowed for general good form, appearance, and consistency. It may sometimes be necessary to treat alike-words (e.g., bumblebee and queen bee, farmhand and ranch hand) the same when appearing in the same document, even though they may have different forms when they appear separately. In this case, print similar words as two words (e.g., bumble bee and queen bee).

* * * * *

The following abbreviations indicate function: adv. (adverb), n. (noun), v., vt., vi. (verb), adj. (adjective), u.m. (unit modifier), and c.f. (combining form).

ad hoc (dic.--adj. & adv.) (...an ad hoc committee...)
aero (GPO--as c.f., generally one word)
aeroassist (Aeroassist Flight Experiment)
aerospace (n., adj.) (aerospace medicine), but National Aero-Space Plane (this term
    exception to rule)
Agencywide (Capitalize when referring to NASA); but agencywide (general usage),
    (see governmentwide in GPO)
airfare (GPO)
airmail (GPO)
backscatter (GPO)
backup (GPO--n., u.m.)
baseline (GPO)
bed rest (dic.)
biweekly (GPO, p. 77, rule 6.29)
boot ring
buildup (GPO--n., u.m.)
build up (v.)
callup (GPO--n., u.m.)

buildup (GPO--n., u.m.)
build up (v.)
callup (GPO--n., u.m.)
cannot (GPO)
carryout (GPO--n., u.m.)
carry out (dic.--v.) (The office will carry out the plan to transfer...)
carryover (GPO, p. 74, rule 6.ll) (The carryover from last year...)
carry over (dic.--v.) (The funds will carry over into next year.)
centerwide (refer to governmentwide)
checkout (GPO--n., u.m.)
check out (v.)
clear-cut (GPO--u.m.) (It was a clear-cut victory.)
clear cut (The decision was clear cut.)
co (prefix) (GPO, p. 74, rule 6.7); e.g., coauthor, cochairman, copilot
        but co-investigator (GPO, p. 77, rule 6.32)
cost-effective (dic.--adj.) (...in the most cost-effective method...)
cost effective (The decision was cost effective.)
crewmember (GPO)
crewmen (use crewmember)
cross-reference (GPO)
cross section (dic.--n)
cross-section (dic.--vt., adj.)
cutoff (GPO--n., u.m.)
data base (GPO--n.)
decisionmaking (GPO, p. 74, rule 6.11)
downtime (GPO, p. 74, rule 6.11) (Shuttle "downtime")
drawback (GPO)
earthborn (GPO)
fine-tune (dic.--vt) (...to fine-tune the format...)
first-class (GPO--u.m.) (...a first-class individual...; ...a first-class seat...) (dic.--adv.)
        (...to travel first-class...; ...mailed first-class...)
first class (dic.--n) (He is first class.   The room is first class.)
firsthand (GPO--u.m.) (He has firsthand knowledge of the situation.)
flowchart (GPO)
flyby (dic.--n.) (The asteroid flyby will occur next year.)
fly by (The Galileo spacecraft will fly by the planet.)
follow-on (GPO)
followup (GPO--n., u.m.) (A followup meeting will occur.)
follow up (dic.--v.) (We will follow up the meeting with a discussion.)
free flight (dic.--n.)
free-flight (dic.--adj.)
freeflyer (n.) (...to service freeflyers...)
free-flying (adj.) (see free-floating in dic.) (...a free-flying spacecraft...; ...unmanned
        spacecraft are free-flying...)
full-time (GPO--u.m.) (...full-time position...)
full time (dic.--n.) (She works full time.)
FY 1992

getaway (GPO--n., u.m.) (Getaway Special)
GS-15
Governmentwide (GPO) (U.S.); governmentwide (state, city, etc.)
Government-owned (GPO--u.m.) (U.S.); government-owned (state, city, etc.)
ground-based (u.m.) (GPO, p. 75, rule 6.15) (The ground-based data...)
ground based (GPO, p. 75, rule 6.18) (The information was ground based.)
ground rule (dic.--n.)
groundwork (GPO, p. 74, rule 6.11)
hand-carry (GPO, v., hand-carry the document)
hard-working (GPO--u.m.)
heavy-lift (adj.) (...heavy-lift launch vehicle...; ...heavy-lift requirements...)
hundredfold (GPO)
indepth (GPO--u.m.) (...an indepth review...; ...will review it indepth...)
in-flight (GPO--u.m.) (...in-flight experiment...)
in flight (The spacecraft is in flight.)
infrastructure
in-house (GPO)
in-line (adj.) (...in-line configuration...)
in-orbit (adj.) (...in-orbit repair mission...)
in orbit (The repair in orbit was successful. The satellite was placed in orbit.)
inter (GPO--as prefix, generally one word)
interagency
interoffice
intra (GPO--as prefix, generally one word)
intra-agency (GPO, p. 74, rule 6.7)
intraoffice
kickoff (GPO--n., u.m.)
lakebed (GPO) (...Edwards lakebed...)
land-based (GPO--u.m.)
lead time (dic.--n.) (The lead time for responding...)
lifetime (dic.--n., adj.)
long-range (dic.--adj.) (...long-range plan...)
long-term (dic.--adj.) (...long-term commitment...)
long term (The committee member served a long term.)
mainframe (GPO)
manmade (GPO--u.m.)
manpower (dic.--n.)
man-year (GPO); man-day, man-hour, man-minute
marketplace (GPO)
markup (GPO--n., u.m.) (...OMB markup...)
mark up (v.) (OMB will mark up the budget request.)
mid (GPO--as c.f., generally one word)
mid-1990's
midafternoon
mid-August, etc. (GPO, p. 78, rule 6.35)
midday
middeck (GPO--c.f.)

midpoint (GPO--c.f.)
mockup (GPO--n., u.m.)
multi (GPO--as c.f., generally one word)
multiyear (GPO--c.f.)
NASA-wide
nationwide (GPO, p. 74, rule 6.11)
near-term (adj.) (...near-term plans...)
near term (We will evaluate it in the near term.)
non (GPO--as prefix, generally one word)
nonadvocate (GPO--prefix)
non-Government (GPO, p. 78, rule 6.35) (U.S.)
nongovernment (GPO--prefix) (state, city, etc.)
no one (GPO--print no one as two words at all times)
northeast, northwest (GPO)
off-line (dic.--adj.) (...off-line discussions...)
off line (Discussions will be held off line.)
on-orbit (adj.) (...on-orbit repair...)
on orbit (...to conduct experiments on orbit...)
onboard (GPO--u.m.) (...onboard experiment...)
on board (adv.) (...the experiment will take place on board...; ...translating FTP employees
        on board into FTE...)
ongoing (dic.)
order of magnitude (dic.--n.) (...the Earth's mass is of the order of magnitude of...)
O-ring (GPO, p. 80, rule 6.51)
overstress
paperwork
part-time (GPO--u.m.) (A part-time position...)
part time (She works part time for the agency.)
per diem (GPO)
phaseout (GPO--n., u.m.) (The phaseout of the activities...; Phaseout activities will begin...)
phase out (dic.--v.) (The project will phase out at the end.)
post (GPO--as prefix, generally one word; also, GPO, p. 77, rule 6.29)
postflight
postlaunch
pre (GPO--as prefix, generally one word)
preexist (pre as prefix--GPO, p. 77, rule 6.29)
preflight
prelaunch
premeeting
preorbital
preproposal (pre as prefix--GPO, p. 77, rule 6.29)
programwide
real-time (dic.--adj.) (...real-time data...)
real time (dic.--n.) (The decision will be made in real time.)
reentry (GPO--prefix)
return to flight (When we return to flight, ...)
return-to-flight (adj.) (...return-to-flight activities...)

roundtable (panel) (GPO)
round trip (dic.--n.) (He will take a round trip to Paris.)
round-trip (dic.--adj.) (He purchased a round-trip ticket.)
runout (GPO--n., u.m.) (The runout of the data...)
run out (dic.--v) (He will run out the data.)
runway (dic.--n.)
shortfall (GPO--n.)
short-term (W dic.--adj.) (A short-term loan...)
short term (He will begin in the short term.)
side-mount (adj.) (...side-mount concept...)
slapdown (GPO--n., u.m.) (...slapdown loads...)
southeast, southwest
space-based (u.m.) (...the space-based experiment...)
spaceborne (GPO, p. 74, rule 6.11)
spacecraft (GPO, p. 74, rule 6.11)
spacefaring (refer to seafaring; dic.--n.)
space-related (adj.) (This is a list of space-related words.)
space related (GPO, p. 75, rule 6.18) (The material is space related.)
space flight (NASA preference is two words)
Spacelab
spacesuit (dic.--n)
spacewalk (dic.--n, vi)
stand-alone (dic--adj.) (...stand-alone computer...)
standdown (GPO--n., u.m.)
startup (GPO--n, u.m.) (The startup of the activity...; the startup date...)
start up (v.) (The activity will start up next week.)
state of the art (dic.--n.) (The technology is state of the art.)
state-of-the-art (u.m.) (GPO, p. 75, rule 6.15) (...state-of-the-art technology...)
stationkeeping (see housekeeping, dic.--n.)
staytime (GPO, p. 74, rule 6.11)
stretchout (GPO--n., u.m.)
STS-9 (note location of hyphen)
STS 51-G (note location of space and hyphen)
suborbital (GPO--prefix)
substandard (GPO--prefix)
teamwork (GPO, p. 74, rule 6.11)
time-consuming (GPO--u.m.) (...a time-consuming task...)
time consuming (Logging the mail is very time consuming.)
timeframe (GPO)
timeline (GPO, p. 74, rule 6.11)
timetable (GPO)
tradeoff (GPO)
turnaround (GPO--n., u.m.)
under way (dic.--adv.) (Plans are under way to monitor...)
upfront (dic.--adj. [upfront payment] & adv. [to pay upfront])
up-to-date (GPO--u.m.) (...an up-to-date report...)
up to date (GPO) (The report is up to date.)

videotape (dic.--n., v.)
videotape recorder/recording (dic.--n.)
well-being (GPO--n.)
well-received (adj.) (It was a well-received speech.)
well received (GPO, p. 75, rule 6.17) (The speech was well received.)
whistle-blower (dic.--n.) (The employee had a reputation as a whistle-blower.)
wide-angle (GPO--u.m.) (...wide-angle lens...)
workaround (n.)
workforce (GPO, p. 74, rule 6.10)
workload (GPO, p. 74, rules 6.10 & 6.11)
workplace (GPO)
worldwide (adj., adv.) (GPO, p. 74, rule 6.11)
wrap-up (GPO--n., u.m.)
x-ray (GPO--u.m.) (...an x-ray tube...)
x-ray (dic.--v.) (The technician will x-ray the components.)
x ray (GPO--n.) (GPO, p. 80, rule 6.51) (The x ray penetrates solid substances.)
zero-base, zero-based (dic.--adj.) (...zero-base budget...; The budget is zero-based.)
zero gravity (NASA preference)
zero-g
zero-sum (dic.--adj.) (...the zero-sum amount...)
zero sum (The calculations had a zero sum.)

APPENDIX G: CAPITALIZATION OF FREQUENTLY USED WORDS AT NASA

Capitalize specific names of things. Lower case general terms of classification.

ad hoc

Agency, capitalized if part of complete name or if a short form of complete name; **but** do not
capitalize the short form if it is not actually derived from the complete name (see lower
case example of agency below), except when referring to NASA (NASA preference);
e.g., Central Intelligence Agency; the Agency
National Aeronautics and Space Administration; the Agency (NASA preference)

agency, lower case when used as term of general classification; e.g., independent Federal agency
Bureau of the Census, the Bureau, **but** the agency
but National Aeronautics and Space Administration, the Agency

Agencywide (if referring to NASA); e.g., this Handbook is distributed Agencywide; **but**
agencywide (general usage)

Agreement, if part of complete name; **but** the agreement
e.g., International Wheat Agreement; the wheat agreement; the agreement (unless legal
document*)

Attachment (when specifying); e.g., Attachment 1 (NASA preference); **but** attachment; e.g., the
attachment...

**Associate Administrator
e.g., the Associate Administrator for Space Flight; the Associate Administrator would
like...; a meeting involving all the Associate Administrators is scheduled...

Board, capitalized if part of name or when used alone in place of full name
e.g., Performance Review Board, the Board consists of...
Space Studies Board, the Board's recommendation...
but the boards of the National Research Council

Branch, if part of complete name, or when used alone in place of full name;
e.g., the Geodynamics Branch; the Branch will hold a staff meeting; **but** the branch
offices, each branch will...

**Branch Chief (when referring to a specific person); e.g., Chief, Geodynamics Branch; the
Branch Chief will authorize...; **but** the branch chiefs...

budget (Federal budget, President's budget, NASA's budget)

budget line items--capitalize **exact** titles of budget line items (NASA preference)
e.g., Space Flight, Control and Data Communications; Research and Program Management,
etc.

Building (when specifying); e.g., Building 10B (NASA preference); **but** ...the building and room locations will be forwarded to you.

calendar year

Center(s), capitalize if referring to NASA Centers; e.g., Goddard Space Flight Center; the Center; a representative from each Center; etc. (NASA preference)

**Center Director; e.g., the Center Director...; a meeting with all the Center Directors...

century (e.g., the 21st century)

Chair, the (if personified); e.g., Madam Chair; **but** the chair (see GPO pp. 29 and 39)

Chairman, if part of complete title or when used alone in place of title; e.g., Chairman, Space Science and Applications Advisory Committee; the Chairman

chairman, chairperson (general); e.g., the chairman of the Appropriations Committee; **but** Chairman Davis; Chairman, Committee on Appropriations (title--see above)

Chief, if part of official title; e.g., Chief, Flight Programs Branch

Code (when specifying); e.g., Code E; Codes M, R, and S; **but**, the codes...; each code will develop a schedule...

Co-Investigator; e.g., Mr. Brown is the Co-Investigator of the program; all the Co-Investigators (Co-I's) and Principal Investigators (PI's)...

college degrees--bachelor of arts, master's, etc.; **but** capitalize abbreviations: B.A., M.A., Ph.D.

Committee, if part of complete name or when used alone in place of full name; e.g., Aeronautics Advisory Committee; the Appropriations Committee; the Committee; **but** each committee will report..., the committees of Congress

Congress (legislature); the Congress of the United States; the 101st Congress; the Congress; ...when Congress returns...

congressional action; congressional committee

Congressional District (a specific district); e.g., 20th Congressional District; **but** the congressional district

congressionally; e.g., a congressionally mandated report

Congressman; Congresswoman; Member of Congress

Council, if part of name or when used alone in place of full name; e.g., NASA Advisory Council; the Council will meet...

Director, if part of official title; e.g., Director, Solar System Exploration Division; the Director will issue...; **but the directors...

Division (if part of complete name, or when used alone in place of full name); e.g., the Advanced Program Development Division; there will be a Division staff meeting; **but** ...each division will...

Division Director (when referring to a specific person); e.g., the Division Director...; **but the division directors are...

division heads

Earth (planet)

Enclosure (when specifying); e.g., Enclosure 1 (NASA preference); **but** enclosure; e.g., the enclosure...

executive branch

fall (season)

Federal (synonym for United States); e.g., Federal personnel regulations; **but** a federal form of government

Federal Government (U.S.)

Field Center(s), referring to ARC, GSFC, JSC, KSC, LaRC, LeRC, MSFC, SSC only

Field Installation(s) (see Field Center)

fiscal year (abbreviate FY); e.g., ...in fiscal year 1990; FY 1990

Fund Source 1, 2, 3

Government (if proper name, part of proper name, or as proper adjective); e.g., the U.S./National/Federal Government; the Soviet Government; **but**, government (in general sense); e.g., a federal form of government; the Communist government; European governments

Government-owned, Governmentwide (if U.S. or foreign); **but** government-owned, governmentwide (if state, city, etc.)

Installation(s) (when referring to NASA Field Installations); e.g., the Installations will be impacted...

Institutional Associate Administrator(s), referring to heads of Headquarters Codes M, R, S only

judicial branch

lead secretary; e.g., the incumbent serves as lead secretary...

legislative branch

Member (congressional); e.g., a Member of Congress; **but** ... at the request of many members of the Congress...; a member of the congressional committee...

Memorandum of Agreement, Memorandum of Understanding; if part of full name or when used alone in place of full name

mission; e.g., Ulysses mission

Moon, referring to Earth's moon; **but** the moons of Jupiter ("Moon" is the <u>name</u> of Earth's moon, like Titan is the name of Jupiter's moon)

Nation (synonym for U.S.); **but** a nation (in general, standing alone); nationwide **(lower case, even when used as synonym for U.S., when preparing correspondence for Adm. Truly's signature)**

national; e.g., national space program

National Government (U.S.)

Office; e.g., the Office of the Administrator; the Office of Space Flight; **but** this office is planning...; I would like your office to prepare...

Officials-in-Charge of Headquarters Offices, referring to Headquarters Codes ADA, ADB, AE, and heads of <u>all</u> other Headquarters codes

orbiter (preferred lower case); e.g., Shuttle orbiter, Atlantis orbiter

Presidential directive, authority, order, etc.

Principal Investigator (see Co-Investigator)

Program (if part of official name); e.g., NASA Honor Awards Program; **but** the Shuttle program; the EOS program; the program budget

Program Associate Administrator(s), referring to heads of Headquarters Codes D, M, O, R, S, X only

Program Manager or Project Manager, if part of title; e.g., HST Program Manager; but the program manager

Program Office(s), referring to Headquarters Codes D, M, O, R, S, X only; e.g., a representative from each Program Office...

project; e.g., HST project; the project budget is...

Room (when specifying); e.g., Room 7002 (NASA preference); but the building and room numbers will be provided later

Shuttle (see Space Shuttle)

space (universe); e.g., the U.S. space program

Spacelab

Space Shuttle (Administrator's preference when referring to U.S./NASA Space Shuttle); but space shuttle (generic); e.g., the U.S. and U.S.S.R. space shuttles

Space Station (Administrator's preference when referring to U.S./NASA Space Station); but space station (generic); e.g., the U.S. and U.S.S.R. space stations

Space Station Freedom; e.g., Space Station Freedom program

spring (season) (spring budget review)

Staff Office(s) (referring to Headquarters Codes B, C, E, F, G, H, I, J, K, L, P, Q, W)

State, when used with or in place of the name of a particular state; e.g., the State of Ohio, New York State, State [of Maryland] government; but state (general); e.g., ...state and local government groups

Station (if referring to U.S./NASA Space Station); the Station...

Subcommittee, if part of name, or part of name when used alone in place of full name, e.g., Subcommittee on Aviation Safety Reporting System; the Subcommittee; but subcommittees will be established...

summer (season)

Sun

white paper; e.g., ...prepare a white paper on...

winter (season)

Work Package 1, 2, 3, and 4; but the Space Station work packages

x-ray, x ray

* In legal documents, many words that ordinarily would be written in small letters are written with initial capitals; e.g., the name of the document (or part of name when used alone in place of the full name).

* * Official titles of high-ranking national, state, and international officials are capitalized. Titles of lesser Federal and state officials and local governmental officials are not usually capitalized. However, these titles are sometimes capitalized in writing intended for a specific readership, where the person in question would be considered to have very high rank by the intended reader. Also, some organizations choose to capitalize certain titles in all communications because of the respect the officials command within the organization. When deciding what positions in NASA would qualify as high rank and respect, the Agency Correspondence Handbook Committee determined that any position higher than division director would be capitalized when used in the general sense, and division director and below would not (i.e., the Associate Administrators, the Center Directors, the division directors, the branch chiefs).

APPENDIX H: ACRONYMS

(Reserved for filing frequently used acronyms.)

APPENDIX I: INSTALLATION SUPPLEMENTS

This Appendix is reserved for filing your local Installation's supplement to the Correspondence Standards Handbook. Notes may also be interfiled with pertinent pages throughout the Handbook.